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EMPLOYEE ENGAGEMENT AS A MEDIATOR ON HRM PRACTICES AND EMPLOYEE PERFORMANCE RELATIONSHIP OF READY-MADE GARMENT INDUSTRY IN BANGLADESH

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EMPLOYEE ENGAGEMENT AS A MEDIATOR ON HRM PRACTICES AND EMPLOYEE PERFORMANCE RELATIONSHIP OF READY-MADE GARMENT INDUSTRY IN BANGLADESH

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ABSTRACT

The ready-made garment industry has made noteworthy contribution to the economy of Bangladesh that convinces the government to flourish its economy through industrialization than agriculture-based initiatives. With regards to this matter, practitioners and academicians are struggling to find the reasons for employees‘ high performance. Thus, the objective of this study was to assess the relationship between human resource management practices and employee performance through employee engagement of the ready-made garment industry in Bangladesh since the majority of the manufacturing employees are involved in this industry. The study followed the survey method for the collection of data from 392 operational level employees of different garment factories situated at Ashulia in Bangladesh. The data of this study was analyzed using the Partial Least Squares (Structural Equation Modeling) technique. The relationship between the exogenous and the endogenous latent construct was measured through the calculation of beta value, t-value, and p-value. The study revealed that the relationship between human resource management practices and employee performance is statistically significant. Similarly, the relationship between human resource management practices and employee engagement is also significant statistically except the compensation and engagement relationship. Moreover, employee engagement and employee performance relationship is statistically significant. In contrast, employee engagement does not mediate the relationship between compensation and performance, while the other aspects of human resource management practices and employee performance relationships are partially mediated by employee engagement. The findings of this study are expected to assist policy- makers and practitioners in formulating effective measures for the enhancement of employee performance in developing countries like Bangladesh.

Key Words: Developing economy, employee engagement, employee performance, human resource management practices, mediating, ready-made garment industry.

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ABSTRAK

Industri pakaian sedia dipakai perlu diberik perhatian oleh kerajaan Bangladesh kerana industri ini banyak memberi sumbangan dalam ekonomi mereka dan tidak bergantung kepada industri berasaskan pertanian semata – mata. Berkaitan hal ini, pengamal dan ahli akademik berusaha keras untuk mencari punca kepada pencapaian prestasi pekerja yang tinggi. Oleh itu, kajian ini memberi tumpuan kepada bagaimana cara untuk meningkatkan prestasi para pekerja dalam industri pakaian sedia dipakai. Ia ekoran daripada penglibatan pekerja yang ramai dalam industri pakaian sedia dipakai. Kajian ini menjelaskan bahawa amalan pengurusan sumber manusia adalah sebagai pemboleh ubah ramalan bagi prestasi pekerja. Manakala penglibatan pekerja pula dianggap sebagai pemboleh ubah pengantara dalam kajian ini. Kaedah tinjauan telah digunakan dalam kajian ini bagi mengumpul data daripada 392 orang pekerja yang terdiri daripada mereka yang terlibat dalam operasi pembuatan pakaian dan pekerja daripada kilang – kilang pakaian yang berbeza di daerah Ashulia, Bangladesh. Data kajian ini dianalisis dengan menggunakan perisian *Partial Least Squares (Structural Equation Modeling)*. Manakala hubungan antara setiap pemboleh ubah diuji melalui pengiraan nilai beta, nilai – t dan nilai – p. Kajian ini menunjukkan bahawa hubungan antara amalan pengurusan sumber manusia dan prestasi pekerja adalah signifikan. Begitu juga hubungan antara amalan pengurusan sumber manusia dan penglibatan pekerja, kecuali pampasan dan penglibatan. Selain itu, hubungan antara penglibatan pekerja dengan prestasi pekerja juga didapati signifikan. Sebaliknya, penglibatan pekerja tidak menjadi pengantara hubungan antara ganjaran dan prestasi.Manakala aspek-aspek lain seperti amalan pengurusan sumber manusia dan prestasi pekerja pula menunjukkan bahawa wujud hubungan pengantara yang melibatkan pemboleh ubah pengantara iaitu penglibatan pekerja tetapi hanya sebahagian sahaja. Hasil kajian ini dijangka akan membantu pembuat dasar dan pengamal dalam merumuskan langkah-langkah yang berkesan untuk meningkatkan prestasi pekerja dalam konteks negara membangun seperti Bangladesh.

Kata Kunci: Pembangunan ekonomi, penglibatan pekerja, prestasi pekerja, amalan pengurusan sumber manusia, pengantara, industri pakaian yang sedia dipakai

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LIST OF ABBREVIATIONS

Abbreviation	Full form
AMOS	Analysis of Moment Structures
ATC	Agreement on Textile and Clothing
AVE	Average Variance Extracted
BGMEA	Bangladesh Garment Manufacturer and Exporter Association
CB-SEM	Covariance Based Structural Equation Modeling
CFA	Confirmatory Factor Analysis
CMB	Common Method Bias
CMV	Common Method Variance
COM	Compensation
d_G	Geodesic Distance
d_ULS	Square Euclidean Distance
DV	Dependent Variable
EFA	Exploratory Factor Analysis
ENG	Employee Engagement
EPB	Export Promotion Bureau
ERS	Employee Relations
EU	European Union
FDI	Foreign Direct Investment
GoF	Goodness of Fit
H	Hypothesis
HIID	Harvard Institute of International Development
HNT	Hierarchy of Needs Theory
HRM	Human Resource Management
HSC	Higher Secondary Certificate
IBM Corp.	International Business Machines Corporation

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ILO	International Labor Organization
IV	Independent Variable
JSEC	Job Security
LISREL	Linear Structural Relations
MFA	Multi-Fiber Agreement
MV	Mediating Variable
NY	New York
PER	Employee Performance
PLS	Partial Least Squares
PLS-SEM	Partial Least Squares to Structural Equation Modeling
PRO	Promotion Opportunity
RMG	Ready-Made Garment
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
SSC	Secondary School Certificate
SSE	Sum of the Squared prediction Error
SSO	Sum of the Squared Observations
TD	Training and Development
TIP	Trade and Industrial Policy
UK	United Kingdom
USA	United States of America
UWES	Utrecht Work Engagement Scale
VAF	Variance Accounted For
VB-SEM	Variance Based Structural Equation Modeling
VIF	Variance Inflation Factor
WTO	World Trade Organization

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The enhancement of employee performance through effective human resource management practices is the key concern to the management of the organization. In this connection, organization‘s governing body implements different human resource management practices at different working environments aimed at achieving the best outcomes for the organization by capitalizing employees‘ efforts. Consequently, the today‘s practitioners are not thinking about the traditional aspects rather they are looking for additional aspects as a means of flourishing the level of employee performance. As a result, today‘s practitioners concentrate more on the behavioral issue like employee engagement for the improvement of employee performance. Therefore, this chapter deals with the relationship among human resource management practices, employee engagement and employee performance with a view to develop new equation that can ensure the success of the organization through achieving better employee performance. More specifically, this chapter mainly covers the background of the study, problem statement, research questions and objectives, significance and contributions of the study. In addition, basic concepts of the key terms and the chapter schemes of the entire thesis are highlighted in this chapter and finally a constructive conclusion is provided.

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1.2 Background of the Study

Employee performance is regarded as the most important aspect in today‘s business world for ensuring the sustainability of the organization. Employees are the most important asset of the organization because of their best efforts to the organization for ensuring its progress and accomplishment (Zameer, Ali, Nisar & Amir, 2014; Ahmed & Uddin, 2012; Danish & Usman, 2010). Moreover, employee performance is considered as a major issue by the organization‘s top management irrespective of any organization all over the world (Dobre, 2013; Markos & Sridevi, 2010). For this reason, the management of organization employs keen concentration in identifying appropriate human resource management (HRM) practices that can maximize the employee performance (Tanveer, Shaukat, Alvi & Munir, 2011; Çalişkan, 2010). In this connection, many researchers in different contexts (Shaukat, Ashraf & Ghafoor, 2015; Tabiu & Nura, 2013; Akhter, Siddique & Alam, 2013; Guest, 2007; Wright, Gardner & Moynihan, 2003; Becker & Huselid, 1998; Huselid, 1995) argue that HRM practices are inevitable for the superior performance of employees in today‘s business environment to achieve competitive advantage. Nonetheless, the immense challenge for the employers is to keep employees‘ performance at high level since organization faces a lot of complexities in attaining its overall targets due to the dearth of employee performance (Dobre, 2013; Macky & Johnson, 2000). Therefore, employees‘ contributions through appropriate HRM practices are treated as one of the vital issues for the success of the organization (Al-Homayan, Shamsuddin, Subramaniam & Islam, 2013).

HRM practices consisted of several dimensions which individually and sometime together influence on employee performance. As a result, several researchers have

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emphasized on several dimensions of HRM practices to receive expected performance from employees. Malik, Nawab, Naeem and Danish (2010) emphasize on selection process, handsome compensation package, participation in making decision, job design, training and development, career management, and performance management as an effective HRM practices for employees‘ better performance. Moreover, few other recent studies put stress on another set of HRM practices such as training program, handsome payment, job security, work-family balance, and performance measurement methods as an antecedents of employee performance (Kong, Cheung & Zhang, 2010; Kusluvan, Kusluvan, Ilhan & Buyruk, 2010; Poulston, 2008; Watson, 2008; Deery, 2008). Furthermore, Swanson and Holton (2009), and Vince (2003) highlighted training and development, position advancement opportunity, and relations management for employees‘ superior performance. Therefore, there are inconsistencies about the appropriate dimensions of HRM practices for flourishing employee performance; however, it is obvious that employee performance ensures the survival and development of the organization in an extremely competitive environment (Emami, Omidian, FazelHashemi & Pajoumnia, 2013). In fact, intellectual implementation of HRM practices is the precondition to build high performing workforces (Guest, 2007; Becker & Huselid, 1998).

Again, employee engagement is regarded as the precursor of employee performance as visualizes in several studies (Rana, Ardichvili & Tkachenko, 2014; Shuch, Rocco & Albornoz, 2011; Mone & London, 2010) although employee engagement is comparatively new concept to the practitioners and academicians (Mohsin, 2015; Rana et al., 2014; Solomon & Sridevi, 2010). A lot of studies point out that engaged employees tend to be performed more than their disengaged counterpart (Shuck &

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Reio, 2011; Fleck & Inceoglu, 2010; Saks, 2006, May, Gilson & Harter, 2004). In addition, Saks (2006) recommends that engaged employees are more committed, satisfied and productive. Furthermore, after reviewing of some empirical studies Kim, Kolb and Kim (2012) come to a conclusion that employee engagement has direct as well as indirect positive influence on employee performance in the organization. Thus, employees‘ performance is largely depends on the extent of employees‘ work engagement level in the organization.

Majority of the researchers carry on their studies on the relationship between HRM practices and performance in the developed context like UK, USA, Canada, Australia, Romania and the same where the cultures, level of education, socioeconomic condition, and perception of people is different than that of developing economy (Demerouti & Cropanzano, 2010). As a result, the findings of developed countries cannot be implemented in the developing settings like Bangladesh in particular. Bangladesh belongs to the category of developing economy with low literacy rate (The World Factbook, 2016) and high power distance among the people with collectivism perception (Rahman, 2005). However, several dimensions of HRM practices have been recognized having influence on the employee performance (Shaukat et al., 2015; Khan, 2010; Rizov & Croucher, 2009). In spite of widely researched area scholars and researchers still keep up their studies to come across the answer of what factors determine employee performance in different contexts because context consideration is indispensable to identify effective HRM practices that contribute towards high employee performance (Demerouti & Cropanzano, 2010). Therefore, the study is expected to bring new insights in the context of developing economy in Asian region like Bangladesh and is also expected to enrich the existing

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literatures for generalizing the relationship between HRM practices and employee performance.

The economy of Bangladesh is basically depends on agriculture (Bangladesh Bureau of Statistics, 2014). However, ready-made garment (RMG) industry in Bangladesh is playing a significant role to its economy for the last couple of decades (Ahmed & Raihan, 2014). RMG industry, in essence, has started an exponential growth since the 1980s (Wikipedia, 2015). In 1980s, there were only 50 factories (BGMEA, 2010) but at present 4,328 garments factories are operating in the country (Export Promotion Bureau, 2017). Ready-made garment industry of Bangladesh, in the financial year 2015 – 2016, earns 82.01 percent of the country‘s total export amounted 28.094 billion dollar that helps to strengthen the economy of the country (Export Promotion Bureau, 2017). Moreover, RMG industry in Bangladesh contributes to the gross domestic product (GDP) by 13 percent in the financial year 2013 – 2014 although in the year 1991 it added only 3 percent to the GDP of the country (Wikipedia, 2015). Thus, RMG industry is a very prospective sector than other sectors in Bangladesh for its economic establishment. Therefore, the economic development of Bangladesh can be accelerated through the superior performance of the employees of the RMG industry.

The 56.7 million of total population are employed in different sectors in Bangladesh where 17.7 percent are working at manufacturing industry, 35.4 percent involved in service providing organizations, and the remaining are self employed (Labor Force Survey, 2010). From the 17.7 percent employees of manufacturing industry 7.05 percent are doing job at the RMG industry in Bangladesh (Labor Force Survey, 2010). In addition, the government of Bangladesh is trying to flourish its economy from

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agriculture-based to industrialization (Ahmed, Ahmad & Jaaffar, 2017) which will require highly performing manpower (Macdonald, 1997). Therefore, proper initiatives should be undertaken to enhance the performance level of industrial employees particularly in the RMG industry is a must to accelerate the way of industrialization in Bangladesh.

In 1980s, only a few thousand people were working in the garment industry (BGMRA, 2010) and now it is about 4.00 million where more than 80 percent of them are female (Mahmud, 2012; Ministry of Labor and Employment, 2011; Siddiqi, 2005; Bhattacharya & Rahman, 2000). In fact, the RMG industry occupied with 45 percent of all industrial employment in Bangladesh and yield 5 percent of the total national income (Islam, Khan & Islam, 2013). The majority of the employees of RMG industry came from the rural areas of the country and is regarded as the people of marginal and disadvantaged group (Ahmed, Raihan & Islam, 2013). Consequently, it is argued that RMG industry create employment opportunity for the above mentioned disadvantaged people and involve them into the economic activities of Bangladesh (Bangladesh Bureau of Statistics, 2014). In every year demand of working people are increasing in the RMG industry (Rahman, Bhattacharya & Moazzem, 2008) and large number of people are grasping this opportunity to be employed in the garment factory in getting relieve from the curse of unemployment. Thus, skill enhancing program for RMG industry means making majority of the employees‘ high performer for the country. Therefore, RMG industry should be considered especially so that the enhancement of the performance of the majority of the manufacturing employees can be achieved.

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1.3 Statement of the Problem

Nowadays, employee performance is the main concern in every organization all over the world (Dobre, 2013). The business organizations today are operating their business through hyper competition where rivalry among the organizations is observed as a regular phenomenon to establish them in the business world (Guest, 2007; Wright et al., 2003). For this reason, the organization‘s decision makers develop severe of alternatives at several times to seize the pioneer position than the other competitors of the business. Nevertheless, several studies put evidences that the underlying issue can be realized through the analysis of employee performance in the organization (Balochi, Ali, Kiani, Ahsan & Mufty, 2010; Qureshi, Ayisha, Mohammad, Rauf & Syed, 2010; Khan, 2010; Wright et al, 2003; Guest, 2002). This notion is equally important to all kind of organizations all over the world. Thus, the enhancement of performance of employees is always been an issue to the practitioners to achieve competitive advantages. In addition, employee performance receives extra weight when the organization operates their business round the globe (Okoro, 2012). Therefore, practitioners emphasize on the approaches that have influence in increasing employee performance since it is considered inevitable for ensuring the sustainability of the organization in the business world.

Employee performance is measured by the volume of products and services produced by an employee in the organization (Jacobs, Richard & Chase, 2015). It is evident that high performing employees contribute more to the organization than ordinary level of employees. Moreover, high employee performance is rewarded through high salaries and benefits than the others employees which make them more dedicated to the organization (Rynes, Gerhart & Minette, 2004). For this reason, the policy makers of

the organization take different initiatives to increase the employee performance so that employees‘ spontaneous and dedicated work efforts can be received in operating the business. On the other hand, lack of employee performance reveals as a threat to the existence of the organization since low performance diminishes the morale, and commitment level, as well as makes employees reluctant in performing their job duties (Chan & Lynn, 1991). Thus, when organization thinks for its existence it ultimately think for its employees‘ improved performance. Therefore, the study of employee performance from different perspectives and contexts is always warmly appreciated.

The employee performance of an organization is heavily influenced by the HRM practices that reveals in several studies (Balochi et al., 2010; Qureshi et al., 2010; Khan, 2010; Wright et al., 2003). Moreover, Ekaterini (2010) confirms the findings of previous study of Wright, McMahan and McWilliams (1994) that the employees‘ performance as well as firm performance is influenced by the way of managing employees in the organization. However, Rubel and Kee (2013) measure employee performance by perceived organizational support and perceived supervisory support in the ready-made garment industry of Bangladesh. Furthermore, two decades ago, Bailey (1993) opines that HRM practices cover a wide range of aspects such as job analysis, recruitment and selection practices, employee orientation, performance measurement, compensation, training and development, and labor relations. The recent studies discover that ineffective training programs, poor payment policy, lack of job security, work-family clash, unfair performance evaluation system, inappropriate rewards (both financial and non-financial) are widespread problems in the labor intensive industry (Kong et al., 2010; Kusluvan et al., 2010; Poulston, 2008;

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Deery, 2008; Watson, 2008; Cleveland, O'Neill, Himelright, Harrison, Crouter & Drago, 2007). Thus, the findings of previos studies reveal inconsistent antecedents that have influence on employee performance.

In Bangladesh, Saha (2015) and Khan (2010) point out that the main reason behind the low performance of the garment employees is the absent of appropriate HRM practices. For example, the productivity of operational level employees of Bangladesh is one fourth of the Chinese employees (Abedin, 2008). Moreover, in terms of productivity ranking the position of Bangladeshi garment employee is followed by Chinese, Indian, Vietnami and Pakistani employees (Berg, Hedrich, Kempf & Tochtermann, 2011). Furthermore, the gross value of each employee's production in Bangladesh is about US 1,000 dollar in a month, whereas the gross value of production of Thai, Philippinian, Indonesian, Pakistani, Combodian, India, and Vietnami employee is 8,178; 4,646; 4,149; 2,282; 1,848; 1,783; and 1,741 US dollar respectively (World Bank, 2014). Additionally, an employee of Bangladesh makes about 2,500 pieces of shirts in a year, whereas Pakistani employee makes 3,100 pieces (Zohir, 2000). Therefore, the study of HRM practices and performance relationship seems vital in the context of RMG industry in Bangladesh to find out the reasons behind the low performance of the garment employees.

Several researches in different times discover that training and development program in the garment factories in Bangladesh are almost absent (Berg et al., 2011; Bhattacharya & Rahman, 2001) whereas the number of skilled, semiskilled and unskilled employees of the RMG industry in Bangladesh is only 50 percent, 30 percent and 20 percent respectively (Rahman et al., 2008). More importantly, the remuneration of employees of the RMG industry in Bangladesh is the lowest

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compared to other country‘s garment employees all over the world. For instance, the monthly payment of operational level employees of ready-made garment industry in Bangladesh, Cambodia, India, Indonesia, Philippines, and Vietnam is US dollar 91.45, 126.26, 169.67, 186.64, 233.39, and 254.78 respectively (Center for American Progress, 2013). The study of Ahmed et al. (2013) reveals that the recent labor unrest in Bangladesh took place due to poor payment of the garment employees which hinders employees‘ productivity; but better employee performance come through the attractive compensation package since it attract brilliant and competent employees to work in the organization (Shin-Rong & Chi-Wei, 2012). Moreover, it is unfortunate that 61 percent employees are not guaranteed to continue their job as long as they wish at RMG industry in Bangladesh which also hinders their performance (Islam & Zahid, 2012), while job security generates encouragement in employees‘ mind to perform more (Shaukat et al., 2015). Furthermore, promotion opportunity of the garment employees is very limited and employees are found to hold the same position over the decade (Khan, 2010) but it is evident that promotion opportunity has significant influence on employee performance (Lim & Ling, 2012; Atteya, 2012). In addition, misbehavior such as insult, physical abuse etcetera by the supervisor with the operational level employees is a common scenario (Islam & Ahmed, 2014; Ahmed et al., 2013) though good employment relations have positive influence on the employee performance at workplace (Gomez-Mejia, Balkin & Cardy, 2001).

Additionally, employee engagement is regarded as the important issue to the practitioners in the today‘s business concern (Albrecht, Bakker, Gruman, Macey & Saks, 2015; Rurkkhum & Bartlett, 2012; Soane, Truss, Alfes, Shantz, Rees & Gatenby, 2012). Although the employee engagement concept is comparatively new to

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both the practitioners and academicians but it gained enormous responses as an effective measure for the smooth operations of the organization (Mohsin, 2015; Macey & Schneider, 2008; Ellis & Sorensen, 2007; Saks, 2006). Now, the management of the organization feels an urge to develop employee engagement level at the workplace because engagement ensures the attachment of employees with their work through physically, mentally, and emotionally (Shuck & Wollard, 2010), which plays important role for increasing employee performance as well as for the achievement of organization‘s targets. Moreover, engaged employees are devoted towards their works which make them spontaneous in performing their job responsibilities in the organization (Christian, Garza & Slaughter, 2011). Furthermore, employees give priority to the organization‘s works than personal interests when their feelings of engagement developed (Rich, Lepine & Crawford, 2010). In addition, engaged employees utilize the organization‘s resources with care and ensure its optimum utilization, and are enthusiastic for overall success of the organization (Markos & Sridevi, 2010). Therefore, employee engagement in the recent business world receives wide acceptance to the top management as a construct to visualize the success of the organization.

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Employee engagement has prominent role for the enhancement of employees‘ job performance (Rana et al., 2014). A lot of studies points out that engaged employees tend to perform more than their disengaged counterparts (Shuck & Reio, 2011; Fleck & Inceoglu, 2010; Saks, 2006; May et al., 2004). The earlier study of Saks (2006) recommends that engaged employees are more committed, satisfied, and productive. Furthermore, Fleck and Inceoglu (2010) find that engaged employees are found to be more attached with the work and exert full energy in performing their roles. However,

the study of employee engagement in the context of Asian organizations and even in developing economy not examined yet sufficiently, therefore, employee engagement issue is beyond the conceptualization till today (Ahmed, Ahmad & Joarder, 2016; Kao, Sinha & Wilper, 2000). Although engagement of employee plays a crucial role to boost up employee performance but it varies on various factors and contexts (Demerouti & Cropanzano, 2010). In this connection, a thorough investigation on employee engagement is essential in the context of developing economy of Asian region like Bangladesh.

HRM practices have been observed as an indicator of work engagement (Karatepe, 2013; Salanova, Agut & Peiro, 2005). Karatepe (2013) emphasizes on training, empowerment and rewards system that constituted HRM practices, while Salanova et al. (2005) considers training and autonomy as HRM practices that promote employee engagement. But Saks (2006) measures employee engagement by examining only two important aspects of HRM practices namely reward and recognition. Numerous number of studies (Rich et al., 2010; May et al., 2004; Holbeche & Springett, 2003; Harter, Schmidt & Keyes, 2002; Miles, 2001) reveal that employee engagement is the outcome of various workplace aspects such as supportive working environment, concerned with employees‘ desires and feelings, positive feedback and encouragement, new skills development, and solve the problems in work-related matter. Thus, there is a debate on the issues of HRM practices which have influence on the employee engagement. Moreover, Arrowsmith and Parker (2013) recently come to a consensus that the effects of HRM practices on work engagement remain unclear to HR practitioners. In addition, employee engagement plays crucial role for the enhancement of employee performance although it varies on various factors and

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contexts (Demerouti & Cropanzano, 2010). Therefore, the study is expected to bridge up the gap in the Asian context specifically in Bangladesh for generalization and enriches the literature with new findings.

According to Joarder (2012), few HRM practices may provide excellent outcomes in some organizations, whereas the same HRM practices may bring inconsistence outcomes for the some other organizations. Moreover, Guest (2002) shows that organizational performance depends on the workers‘ perception to HRM practice. Positive perception of employees‘ towards HRM practices encourages employees‘ to perform high or vice versa. Although some studies, in the context of developed countries, establish that positive and significant relationship prevails between HRM practices and employee performance (Lee, Wiringa, Bailey, Goyal, Tsui, Lewis, Muder & Harrison, 2010; Khan, 2010; Rizov & Croucher, 2009; Tessema & Soeter, 2006; Ahmed & Schroeder, 2003; Becker & Huselid, 1998) but very limited of them are found in the perspective of developing countries like Bangladesh (Ahmed et al., 2016; Mahmood, 2004) therefore, a research gap still persists in the context of developing economy. Furthermore, the relationship among HRM practices, employee engagement, and performance is not well established yet (Balain & Sparrow, 2009; Guest, 2007). For this reason, specific HRM practices needs to be identified and implemented to ensure the employee performance through employee engagement in the organization. Nonetheless, the results required to examine empirically to indentify the dimensions of HRM practices which have influence on the employee performance of RMG industry particularly in the context of Bangladesh.

An appreciable number of research papers have been reviewed, however, no study has been found in the context of Bangladesh although the impact of employee

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engagement on employee performance is already proved in the developed economy. Recently, Rubel and Kee (2013) measure the relationship between perceived support and employee performance through employee engagement as a mediating variable but the study suggests conducting another study considering the influence of other variables such as job security, compensation and workplace safety in measuring employee performance for generalization. Thus virtually, in the context of Bangladesh especially in the RMG industry, no study has been conducted before to measure the relationship between human resource management practices and employee performance by using employee engagement as a mediating variable (Ahmed et al., 2016). Besides, the study also recommends conducting empirical study on the said relationship to generalize the concept as well as to adjoin new knowledge with the existing literatures. Considering the above circumstances, the study aims to fill the gap by measuring the mediating role of employee engagement on HRM practices and employee performance relationship of the ready-made garment industry in Bangladesh.

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1.4 Research Questions

The relationship among HRM practices, employee engagement and employee performance generates few questions in mind that what relationship exists between HRM practices and employee performance, or between HRM practices and employee engagement? Besides, the specific research questions of this study are stated as follow:

1. Is there any relationship between HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee performance?
2. Is there any relationship between HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee engagement?
3. Is there any relationship between employee engagement and employee performance?
4. Is employee engagement mediates the relationship between HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee performance?

1.5 Objectives of the Study

The one of the main objectives of this study is to develop a structural model based on the variables used in this study. In addition to this, the study examines the inter-relationship among human resource management practices, employee performance, and employee engagement. More specifically, this study seeks out the following objectives:

1. To examine the relationship between HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee performance.
2. To assess the relationship between HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee engagement.

3. To examine the relationship between employee engagement and employees performance. And finally;
4. To assess the mediating role of employee engagement on HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) and employee performance relationship.

1.6 Significance of the Study

The several important reasons strike to conduct the study particularly in the context of RMG industry in Bangladesh.

Firstly, a number of qualitative studies reveal that employee performance is crucial for the success of the organizations while inappropriate HRM practices are viewed as the main obstacle on the way of organizational achievement (Adedapo, 2015; McLean & McLean, 2001). The present study considers empirical investigation on the employee performance with the aim of measuring which particular HRM practices essentially cause poor employee performance of the RMG industry in Bangladesh. Thus, it is expected that this study examine the main dimensions of HRM practices that contribute to high employee performance. Therefore, the findings would be supportive to formulate the strategy that will help to increase the performance of the employees of RMG industry in Bangladesh. Besides, the present study is expected to enrich the existing literatures on employee performance in Asian context.

Secondly, the impact of HRM practices is initially identified in the western region focusing on the developed settings than least developed or developing countries (Yeganeh & Su, 2008; Budhwar & Debrah, 2004). These studies argue that very few studies have been performed on HRM practices and performance relationship in the

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developing setting. As a result, dearth of information existed regarding the effective dimensions of HRM practices in the developing countries all over the world. Additionally, the findings of the western economy cannot be generalized in the developing countries due to the cultural, educational, perceptional and socioeconomic differences (Cohen & Wheeler, 1997; Hilderbrand & Grindle, 1997). In this connection, Hofstede and Hofstede (2005) opine that the values and behavior of people is influenced by the cultural background. Therefore, due to the contextual differences the present study is important to understand the HRM practices and employee performance relationship in the Asian context particularly in Bangladesh.

Thirdly, the proper implementation of HRM practices is inevitable in the labor-intensive organization than capital-intensive organization because of the involvement of more number of employees with the work (Huda, Karim & Ahmed, 2007). The factories under RMG industry in Bangladesh is labor-intensive in nature (Huda et al. 2007) and for this reason HRM practices significantly drive employee‘s behavior and attitudes which in turn influence on the employee performance (Khan, 2010). Additionally, firm‘s productivity is the result of employee performance mostly depends on the appropriate HRM practices of the respective organization (Taylor, 2008). Therefore, the study is vital as it discovers the relationship between HRM practices and employee performance in the labor-intensive organization specifically RMG industry in Bangladesh.

Fourthly, many researchers come to a decision that employee engagement is inevitable to increase the employee performance (Halbesleben, 2010; Mone & London, 2010). Some other studies find that application of appropriate HRM practices build higher level of employee engagement which ultimately improves the

performance of the employees (Shuck et al., 2011; Halbesleben, 2010). Employee engagement is relatively new concept in the study of organizational behavior (Macey & Schneider, 2008; Ellis & Sorensen, 2007; Saks, 2006; Rafferty, Maben, West & Robinson, 2005). Moreover, organizations in Asian region and developing economy are still beyond the conceptualization of employee engagement issue (Ahmed et al, 2016; Kao et al., 2000). Therefore, the present study deemed essential to examine the HRM practices and employee performance relationship by using employee engagement as a mediating variable in the context of developing economy like Bangladesh.

Finally, the business world today is perfection based and volume oriented in producing their products for the attainment of competitive advantage (Akhter et al., 2013). As business concern are running through the hyper competition and rapid environmental changes, thus, ensuring appropriate HRM practices and engagement of employees with their work gained insightful attraction as a means of increasing employee performance (Albrecht et al., 2015). Moreover, employees work attitude and performance behavior is important for the labor-intensive organization (Bitner, Booms & Tetreault, 1990; Parasuraman, Zeithaml & Berry, 1988; Schneider & Bowen, 1992). Additionally, quality and performance of people cannot be replaced by machines (Bettencourt & Brown, 2003; Chung & Schneider, 2002). Thus, HRM practices and employee engagement environment should be implemented in such a way that increases attitudes and performance behavior of employees in the organization. Therefore, the present study essentially diagnoses the influence of effective HRM practices and employee engagement on the performance of the employees‘ of RMG industry in Bangladesh.

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1.7 Contributions of the Study

The present study has contributions from theoretical, practical and methodological viewpoint.

From the theoretical viewpoint, the present study adjoins additional theoretical knowledge on the relationship between HRM practices and employee performance to the existing literatures. Different researchers use different dimensions together or individually to measure the said relationship. For example, Tessema and Soeters (2006) include recruitment and selection, placement, training, compensation, promotion, job security, performance appraisal, and job security as a bundle of appropriate HRM practices. Alternatively, other researchers (Swanson & Holton, 2009; Vince, 2003) emphasize on training and development, career growth, employee relations, and organizational change as a suitable HRM practices. Whereas, the present study uses five dimensions of HRM practices together such as training and development, compensation, job security, promotion opportunity, and employee relations with supervisor for measuring their influence on employee performance.

In addition, employee engagement has been used as a mediating variable on this relationship since many researchers argues that employee engagement is comparatively new concept in the study of employees‘ performance behavior in the organization (Macey & Schneider, 2008; Ellis & Sorensen, 2007; Saks, 2006; Rafferty et al., 2005). Again, some studies reveal that employee engagement has positive influence on employee performance (Halbesleben, 2010; Mone & London, 2010). Moreover, appropriate HRM practices also have positive influence on employee performance (Atteya, 2012). Furthermore, Baron and Kenny (1986) opine that mediating variable can be used when independent variable(s) and mediating

variable(s) have individual and combined positive influence on dependent variable(s). Thus, theoretically new relationship between HRM practices and employee performance by using employee engagement as a mediating variable has been recognized in this study as suggested by Ahmed et al. (2016).

In addition, the present study is hypothetically supported by the social exchange theory. Social exchange theory is established on the basis of reciprocity (Robinson, Perryman & Hayday, 2004). The employees expect to repay the organization with high performance when they perceive that the HRM practices of the organization are congenial for them. Again, positive perception of employees about the HRM practices is repaid by employees‘ more work engagement. Nonetheless, where organization creates an environment that engage employees‘ to their work is reciprocated by the employees with more performance. Thus, the theoretical contribution of the study is supported by the earlier established theory. Therefore, the present study has sound theoretical contribution as presented from the different perspectives.

From the practical viewpoint, this study enriches the existing literatures of HRM practices and employee performance relationship from the new context specifically RMG industry in Bangladesh. Majority of the studies regarding employee performance are conducted in the developed countries like UK, USA, Canada, Australia, and alike but very few of them are performed in the developing settings like Bangladesh (Mahmood, 2004). The findings of developed economy cannot be implemented in the developing country as they do not belong to the same culture, education, and socioeconomic condition (Khan, 2010). Thus, the present study produces new insights to fill the gap in the Asian context as well as developing setting as a whole.

Again, in the Asian as well as developing context employee engagement is comparatively new concept to the academicians and practitioners (Rana et al., 2014; Solomon & Sridevi, 2010). Moreover, several empirical studies in the developed countries confirmed that employee engagement has positive influence on performance (Rana et al., 2014; Shuck & Reio, 2011). However, several researchers argue that more studies need to be conducted on employee engagement in different contexts, and environments (Demerouti & Cropanzano, 2010). Thus, the present study extends the avenue of examining employee engagement concept in the developing and almost untapped context for generalization. Therefore, from the practical viewpoint this study contributes to the existing literatures from the context of RMG industry in Bangladesh.

From the methodological viewpoint, the analysis of this study is enlightened with second generation statistical tools like PLS. This study is quantitative in nature that particularly follow PLS-SEM path modeling technique for the analysis of data. Majority of the previous studies use SPSS, AMOS and alike for data analysis whereas PLS is growingly used analysis tool in structural equations modeling (Shackman, 2013). As the methodological contribution is concern, PLS-SEM is used to assess psychometric properties of each latent variable through the assessment of convergent and discriminant validity. Thus, PLS technique is more robust than other analysis techniques. Additionally, PLS-SEM can be used for theory development and can assess model‘s predictive power which helps to explore the extent of impact on employee performance by the predictor variables. Therefore, this study represents unique methodological contribution from the perspective of RMG industry in Bangladesh.

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1.8 Scope of the Study

The objective of the present study is to examine the direct and indirect influence of HRM practices on the performance of employees of the RMG industry in Bangladesh. Consequently, the study comprises of the areas such as HRM practices, employee engagement and employee performance. HRM practices cover a wide range of aspects which are inevitable for the smooth operations of the business firm that ultimately ensure organizational success through the performance of employees (Adedapo, 2015; McLean & McLean, 2001). Similarly, HRM practices have positive influence in making employees engaged with their work. Employee engagement refers to physical, mental, and emotional attachments of employees towards their work (Shuck & Wollard, 2010). Engaged employees perform their work with full enthusiasm and high dedication thus make high employee performance in the organization (Shuck & Reio, 2011; Fleck & Inceoglu, 2010).

In this study, only operational level employees are considered to examine the relationship between HRM practices and employee performance. In the garment factory lower level employees are regarded as the operational forces for the fulfillment of organization‘s production targets. The operational level employees operate the machines by themselves for producing expected products and they are accountable for the failure of achieving their respective production targets. In addition, operational level employees are also responsible for ensuring the accuracy of their work. Thus, the study focuses on the operational level employees who are directly involved with the accomplishment of the work.

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The study carries out on the employees of RMG industry in Bangladesh. In Bangladesh, about 4.0 million employees are working in the RMG industry from where over 80 percent export earnings of the country are generated (Export Promotion Bureau, 2017). Consequently, proper HRM practices need to be implemented effectively in the RMG industry so that the large number of employees can be handled in the right way to achieve employees‘ maximum productivity. In addition, RMG industry in Bangladesh is labor-intensive by nature where accurate HRM practices carry an extra weight to boost up the level of employee performance. Therefore, the study covers only RMG industry to measure how HRM practices influence on the employees‘ performance in Bangladesh.

The majority of the garment factories under RMG industry are situated at the Gazipur, Savar, Ashulia, Mirpur, and Narayanjong areas of Dhaka division in Bangladesh (Ahmed et al., 2013). In addition to these, few garment factories have been established at Chittagong, Comilla, Khulna, and Rajshahi divisions in Bangladesh. The survey of the study is conducted covering the expected number of employees working in the garment factories located at Ashulia areas of Dhaka division in Bangladesh. Though the study survey is limited to a particular area, it is evident that the employees of that area reflect the same nature and characteristics of the employees of other districts located at several other regions of the country. Therefore, carefulness is maintained to generalize the study findings.

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1.9 Definitions of the Key Terms

Conceptual definition which is defined as a concept to render it measurable is achieved by looking at the behavioral dimension, facets or properties denoted by the concept. The conceptual definition of all independent variables, mediating variables, and dependent variable of the conceptual framework is shown in Table 1.1.

Table 1.1

Conceptual Definitions of Key Terms Used in the Study

Variables	Definition	Source
Employee Performance	Employee performance refers to behavioral patterns directly related for producing goods or rendering services or any other activities supported by the organizations. Both quality and quantity of outputs are considered to measure employee performance. In this study, employee performance signifies expected number of outputs produced by the employee.	Kiker and Motowidlo (1999)
HRM Practices	HRM practices include the functions performed for the management of human resources so that organizational goals can be achieved. In the present study, HRM Practices have been indicated the various policies related to human resources (employees) undertaken by the RMG industry to enhance the performance of employees.	Schuler and Jackson (1987)

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Employee Training and Development	Employee training and development refers to what extent employees get lesson from organization in doing the specific work or professional advancement in the organization. The present study signifies training and development as a skill development process so that employees can perform their current job efficiently for the RMG industry in Bangladesh.	Delery and Doty (1996)
Employee Compensation	Employee compensation refers to the financial benefits the employees receive for their efforts in the organization. In the present study, employee compensation regarded as the per month monetary rewards (i.e. salary) of the employees for their work in the organization that reflects their living standard.	Tessema and Soeters, (2006)
Employee Job Security	Employee job security is the extent an employee expects to continue the job for extended period of time. In this study, job security means to keep running the job without frightened of sudden job loss of the employees of RMG industry in Bangladesh.	Delery and Doty (1996)
Employee Promotion Opportunity	Employee promotion opportunity refers the extent of employees‘ chances of holding upper position in the organizational structure within the organization. In this study, employee promotion opportunity refers to policy, transparency and possibility of professional upward movement of the employees of the garment factory.	Price and Mueller (1986)

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Employee Relations with Supervisor	Employee relations with supervisor refer to the interpersonal relationships between employees and supervisor. In this study, employee relations with supervisor include the approach, behavior, and workplace support of the supervisor to the fellow employees of the garment factory in Bangladesh.	London (1993)
Employee Engagement	Employee engagement refers to the extent where employee work with passion, and feel intense relationship with the organization where employees compel with innovation for organization's advancement. In this study, employee engagement is the profound feelings of employees to their organization that drive them to perform more work for the achievement of the organization.	Schaufeli, Bakker and Salanova (2006)

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1.10 Organization of the Thesis

The thesis is divided mainly into six chapters such as Introduction, Overview of Ready-made Garment Industry in Bangladesh, Literature Review, Methodology, Results and Discussion, and Conclusion and Recommendation. In addition, at the end of all the chapters references and necessary appendices are included.

Chapter ONE deals with the introductory discussion that provides a brief orientation about the research background and the problem statement for the study followed by research questions and objectives, and the significance of the study. This chapter also

discusses the contributions of the study, definition of key terms, scope of the study, and finally presents the organization of the thesis.

Chapter TWO represents the overview of RMG industry in Bangladesh. While discussing about the RMG industry the evolution of Bangladesh and the history of textile and clothing sector in Indian subcontinent presented briefly at the beginning. Moreover, this chapter highlights about the development and contributions of RMG industry, multi-fiber and post multi-fiber scenario for dealing with international markets, working environment and socio-economic conditions of garment workers in Bangladesh. Furthermore, the strengths, problems and prospects of the RMG industry also incorporated in this chapter.

Chapter THREE provides critical discussion about the related literatures of this study. Hence, this study begins with the discussion of HRM and HRM practices concept followed by the different dimensions of HRM practices, employee performance, and employee engagement concept. This chapter also enlightened with the review of previous literatures and the relationship among independent, mediating and dependent variables followed by the justification of using the variables in the study. At the end of this chapter underpinning theory is explained and logically presented how the theory supports the present study.

Chapter FOUR represents methodology of the study that provides the theoretical framework of the present study and development of the study hypotheses. It also explains in detail the sequence of research methods used in this study which includes all about the research instrument, measurement scales, study population, sample and sampling techniques followed by the data collection method and its analysis techniques.

Chapter FIVE presents the data analysis and findings of this study. This chapter is also included the summary of the overall response rate, characteristics of respondents, development of model, and the assessment of significance level of the hypotheses based on the result of data analysis. In addition, some other necessary analyses are incorporated in this chapter by using second generation statistical tools specifically PLS-SEM path modeling technique.

Chapter SIX deals with the conclusion and recommendation based on the findings of the study as well as necessary interpretations and concluding remarks are presented here. This chapter discussed the major findings of the study with possible justifications. Moreover, explanation about the major contributions and implications of the research are given in this chapter followed by the elaborations of the important research limitations and avenues for future research with a precise conclusion.

Furthermore, references and necessary appendices are provided at the end of all the chapters for more clarification of the present study.

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1.11 Conclusion

Every organization all over the world, whether manufacturing concern or service oriented, wants to operate their business very efficiently and effectively by using its limited resources. Human is the most important and essential resource among all other resources. In this connection, appropriate HRM practices are inevitable to increase the performance of the employees which in turn assist organizations to fulfill its dream of accomplishment. Nowadays, employee engagement has made a space in the world of management and implemented by many of the practitioners in their concern to have a

good outcome by increasing the performance of employees. As the concept of employee engagement is newly added to the world of business, it deserves a thorough investigation how best it work in different contexts, environments and situations to enhance the employee performance and how it is related to human resource management practices. Therefore, this study is the demand of the modern age to conceptualize the interrelationships among human resource management practices, employee engagement and employee performance.

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CHAPTER TWO

AN OVERVIEW OF READY-MADE GARMENT INDUSTRY IN BANGLADESH

2.1 Introduction

This chapter presents a brief discussion about the overview of ready-made garment (RMG) industry in Bangladesh. While discussing this issue the history of textile and clothing sector of Indian subcontinent has been come before as Bangladesh is closely related with the then period of progress of this sector. Therefore, this chapter deals with the history of textile and clothing sector of Indian subcontinent, evolution of Bangladesh, development of RMG industry in Bangladesh, contribution of RMG to the economy and employment generation in Bangladesh, effect of Multi-Fiber Agreement on RMG industry and so on. In a nutshell, this chapter provides an overall idea precisely about the development of RMG industry in Bangladesh with easily understandable manner.

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2.2 History and Growth of Textile and Clothing Sector in Indian Subcontinent

The role of textile industry is considered inevitable in the way of industrialization both in developed and developing economy. Historically, in 18th century, the industrial revolution first remarked in the Britain economy through the establishment of cotton mills at Lancashire around the world. Additionally, about 200 years back, several countries in the world concentrated on the textile and clothing industry as a means of country‘s economic development (Ahmed, 1991). During the period of

Mughal regime in 17th and 18th century, the Moslin was the legend in the world fabric market which has been developed at Dhaka in the region of present Bangladesh. At that time the Moslin was loved by the members of the royal forts of many Asian and European countries. The cheap labor, locally available technology, and artisans' craftsmanship were the strengths of textile industry for its flourishing in several countries around the British ruling areas. With the passage of time, East India Company was formed in the Indian subcontinent for the industrial development of the region. In the meantime, East India Company refuses to export the fabrics from Bengal to British cloth manufacturers which make them vulnerable in the world market (Rashid, 2000). Consequently, British colonist torture on the Moslin craftsmen inhumanly and even cut their fingers, thus, the industry did not survive and the glory of Bengal fine textile come to an end.

In 1947, the British rule come to an end from Indian subcontinent and two separate countries such as India and Pakistan have been established on the basis of religion. It may be mentioned here that Pakistan consisted of two parts West Pakistan and East Pakistan although lot of dissimilarities were found in terms of culture, infrastructure, rights of citizen, administration, and industrialization policy. West Pakistan is now known as Pakistan and East Pakistan is the present Bangladesh.

Bangladesh (East Pakistan) did not flourish industrially due to the discriminatory economic policies of the then Pakistan government although it has fertile land for jute and other raw materials. Moreover, industrialization flourishes in the West Pakistan by using the raw materials of East Pakistan (now Bangladesh) region. For example, during 1947 to 1971, the number of textile mills of the two parts of Pakistan presented in the Table 2.1.

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Table 2.1

Textile Mills in the Pakistan

Year	Number of Textile Mills	
	West Pakistan	East Pakistan (Bangladesh)
1947	09	11
1971	150	26

Source: Five-Year Plan from 1973-1978.

The discriminatory attitudes of West Pakistan shocked the people of East Pakistan which ultimately led them to fight against the West Pakistan in 1971 to establish their rights and at last Bangladesh made a space in the world map as an independent nation.

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2.3 Evolution of Bangladesh

The country named –Peoples‘ Republic of Bangladesh" previously known as East Pakistan achieve independence from the then Pakistan on 16 December 1971 with the sacrifice of 3.00 million lives and operations of nine months long liberation war (Daily Times, 2005; BBC News, 2011). The new country Peoples‘ Republic of Bangladesh took after this name on 11 January 1972 from the then East Pakistan and form parliamentary democracy by the virtue of new constitution which is now known worldwide by the name Bangladesh (Ministry of Foreign Affairs of Japan, Section 9). According to the constitution, Bangladesh is a secular democratic state. Moreover, the constitution declares basic rights and freedom of the citizens, spell out the state policy, as well as ascertains the structure and functions of the legislative, executive and judicial organs of the country (bdnews24.com, 2010). The constitution has been passed on 04 November 1972 by the Constituent Assembly of Bangladesh and come

into effect on the 1st anniversary of the victory of Bangladesh as on 16 December 1972. This constitution is one of the liberal constitutions of the time (The Daily Star, 2010).

At present, Bangladesh is occupied with 168.96 million people in 148,460 square kilometer land (The World Factbook, 2016) with 57.53 percent literacy (The Bangladesh Literacy Survey, 2010). Bangladesh is the 9th largest populated country in the world where 31.5 percent people are living under poverty line (The World Factbook, 2016) and one of the 49th _least developed countries' in the world (United Nations Report, 2002).

2.4 Development of RMG Industry in Bangladesh

After the independence of Bangladesh, the ruling party decided to run the country with the ideology of socialism and with this view nationalize almost all the industrial establishments in 1972. But due to corruption, inefficiency, fragile administration, and unfair bureaucratic influences the nationalized enterprises incur huge loss in spite of huge government subsidy. The failure of the ideology of the then government make a platform to strengthen the voice over economic liberalization as well as the donors, researchers, academicians, technocrats, and private entrepreneurs generate pressure to reform the economy. As a result, during 1975 to 1981, the next government emphasizes on privatization where private investors were encouraged to invest in large scale enterprises which actually open the door of prospect to the industrialization. In 1979, when second Five-Year Plan (1980-1985) was passed the RMG sector was not considered as a prospective sector by the policy maker for country's economic development (Stern, 1991). The following government, come

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through Marshall Law, in 1982 formulate Trade and Industrial policy (TIP) with the technical support of Harvard Institute of International Development (HIID) where garment sector was promoted as an export-oriented industry. The actual breakthrough of RMG industry occurred between 1984 and 1985 when the number of garment factories increased dramatically as well as earnings of foreign currencies. These drives continued over the decades and till date and the RMG industry is steadily growing.

Although during the late 1970s the Ready-Made Garment (RMG) industry has started its voyage in Bangladesh, however, Bangladesh experienced a real drive of RMG industry between the mid 1980s and mid 1990s (Robbani, 2000). Basically, first garment factory was established in Bangladesh (the then East Pakistan) in 1960 at Dhaka (Islam, 1984) and penetrate into the international market in 1976. Desh Garment was the first garment factory in Bangladesh which actually established under joint venture agreement with a South Korean company ―Daewoo" (Rock, 2001). In 1982, ―Bangladesh Garment Manufacturers and Exporters Association (BGMEA)" was formed to protect the interests of manufacturers and exporters of RMG products. Implementation of ―Quota" restrictions in 1985 on Bangladeshi products by UK, France, Canada and USA was a critical challenge to the development of this industry (Uddin, 2006). However, the liberalization of international trade, notably through the Generalized System of Preferences (GSP) and the Multi-Fiber Agreement (MFA) gave access of Bangladesh and other poor countries to European and American markets (Khanna, 2011) which facilitated the growth and extension of RMG industry. At present, RMG industry is the major source of earning foreign currencies in

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Bangladesh. Thus, this trend will be continued when the employee performance improvement programs to be considered with importance.

The products of Bangladeshi garment factory have achieved extra-ordinary name and fame to the international buyers and at the same time garment factories are confident about the distinct quality of their work (Rahman & Anwar 2007). The local study on the RMG industry argues that its advancement mostly comes from the valued efforts and contributions of the employees (Hossan, Sarker & Afroze, 2012). In addition to this, garment factories in Bangladesh can produce the products with minimum costs because of the availability of cheap labors which in turn attract the foreign buyers to the Bangladeshi RMG industry (Rashid, 2006; Kabeer, 2004;). For example, a comparison made by Institute for Global Labour and Human Rights shows that the labor cost is $0.22 in Bangladesh for making a *Denim Shirt* whereas in USA it incurs $7.47 (CNN, 2013). United States of America is the leading importer of Bangladeshi RMG products, followed by Germany, United Kingdom, France and other European Union countries (BGMEA, 2010). Thus, it obviously indicates a positive sign of progress of RMG industry as well as its sustainability. But without high employee performance this progress will not be maintained. Therefore, high employee performance is inevitable at the RMG industry in Bangladesh.

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2.5 Contribution of RMG Industry to the Economy of Bangladesh

The RMG industry in Bangladesh, at present, plays an important role to the economy of Bangladesh throughout the last couple of decades. In the financial year 2015 – 2016, the 82.01 percent of total export earnings contributed by RMG industry amounted at 28.094 billion US dollar. Table 2.2 presents the contributions of RMG

industry during last few years for better understanding of why RMG industry is inevitable for the economic development of Bangladesh.

Table 2.2

Statement of Export of RMG and Total Exports of Bangladesh

Year	Export of RMG (In billion US $)	Total Exports of Bangladesh (In billion US $)	% of RMG's to Total Export
2005 – 2006	7.901	10.526	75.06
2006 – 2007	9.211	12.178	75.64
2007 – 2008	10.700	14.111	75.83
2008 – 2009	12.348	15.565	79.33
2009 – 2010	12.497	16.205	77.12
2010 – 2011	17.914	22.924	78.15
2011 – 2012	19.090	24.288	78.60
2012 – 2013	21.516	27.027	79.61
2013 – 2014	24.492	30.187	81.13
2014 – 2015	25.491	31.209	81.86
2015 – 2016	28.094	34.257	82.01

Source: Export Promotion Bureau Compiled by BGMEA, 2017.

In addition, contribution of RMG industry in Bangladesh to the GDP is 13 percent. However, after the liberalization of international trade mainly through Multi-Fiber Agreement it was perceived that the foreign exchange earnings will be hampered but the steady contributions of RMG industry remain positive for the last few decades and strengthen the country's economic and financial establishment.

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2.6 Contribution of RMG Industry for Employment Generation in Bangladesh

The RMG industry in Bangladesh is playing a crucial role for the generation of employment opportunity of the people of the country. As the demand of the employees of RMG industry is increasing every year, thus, the unemployed people grasp this chance to be employed in the garment factories of the country. Table 2.3 represents the employees‘ involvement in the RMG industry along with the number of garment factories in Bangladesh.

Table 2.3

Growth and Employment of RMG Industry in Bangladesh

Year	Number of Garment Factory	Employment (in Millions)
2005 – 2006	4,220	2.20
2006 – 2007	4,490	2.40
2007 – 2008	4,743	2.80
2008 – 2009	4,925	3.50
2009 – 2010	5,063	3.60
2010 – 2011	5,150	3.60
2011 – 2012	5,400	4.00
2012 – 2013	5,600	4.00
2013 – 2014	4,222	4.00
2014 – 2015	4,296	4.00
2015 – 2016	4,328	4.00

Source: Export Promotion Bureau Compiled by BGMEA, 2017.

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At present the total employees of RMG industry is 4.00 million in which female participants are more than 80 percent. In addition, the majority of the employees of RMG industry come from the rural areas of the country with marginal and poor background. Thus, RMG industry is creating job scope for those poor and marginal people and involves them with the economic system of the country through making them proud job holder otherwise they had to work as a maid servant (Ahmed et al., 2013).

2.7 Multi-Fiber Agreement Scenario and RMG Industry in Bangladesh

The international trade of textile and garment were operated by the Multi-Fiber Agreement (MFA) where major importer countries like European Union, USA, Canada, and Norway impose quantitative restrictions (quotas) on the export of textile and garments products from the developing countries (Bhuiyan, 2012). MFA has been operated under the administration of GATT (General Agreement on Tariffs and Trade) that provides nondiscriminatory quota facilitates to the developing countries for their manufacturing of garment products (Goto, 1989). In essence, the MFA was the blessing for the RMG industry in Bangladesh in making a foundation and maturation of the industry and opened a scope to penetrate into the international markets. Moreover, Bangladesh was able to negotiate brilliantly with importing countries for increasing quota facility under MFA arrangement. As a result, Bangladesh enjoys discriminatory advantage over other exporting countries in terms of both quota benefit and the coverage of products. The export of RMG products under MFA continued from 1974 to 1994.

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2.8 Post Multi-Fiber Agreement Scenario and RMG Industry in Bangladesh

In 1995, the MFA was replaced by the Agreement on Textile and Clothing (ATC) under the WTO (World Trade Organization) administration. In this connection, the quota system of MFA has been removed from the trade of textile and clothing products and free access to the international markets opens for all. Although the ATC was implemented in 1995 but it come to a full-fledged effect from 1st January 2005 and in between 10 years were given for the developing countries to prepare them for the global competition. In this connection, the developing countries, which are heavily dependent on the exchange of ready-made garments, were frightened about the competition of completely liberalized trade environment of garment products like Bangladesh, Cambodia, and other garments exporting economy. Additionally, it was guessed from many corners that China will lead the world ready-made garment markets followed by India and small exporters will be thrown outside from the world garment competition as China and India captured large markets and is considered as giant in the international RMG markets.

Nevertheless, the post MFA occasion provides another success history for the RMG industry in Bangladesh. Surprisingly, during 2005 the export earnings of RMG of Bangladesh increased by 20 percent since the production costs of garment in Bangladesh is lower than any other competing countries around the world. Moreover, when USA and EU impose new restriction for importing garments from China it makes an opportunity for the other exporting countries like Bangladesh to increase their export to US and EU markets. As a result, in spite of trade liberalization, the RMG industry in Bangladesh does not to look behind rather it proceeds ahead by

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increasing export remittance and the steady growth is continuing till date. Table 2.4 presents the comparative labor costs of the competing countries.

Table 2.4

Comparative Labor Costs of RMG Industry in Different Countries

Country	Per hour wages ($)	Country	Per hour wages ($)
India	0.57	Pakistan	0.34
China	0.48	Indonesia	0.34
Sri Lanka	0.46	Bangladesh	0.25

Source: Khan, 2008

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2.9 Working Environment of RMG Industry in Bangladesh

The international buyers want to make sure that the exporters fulfilled the code of conducts and minimum international standards at their workplace in accordance of ILO (International Labor Organization) and WTO (World Trade Organization) convention. Since the RMG industry of Bangladesh have strong presence in the international market, therefore, the garment factories who wishes to export their products to the foreign markets are oblige to meet the conditions at the workplace in the factory. But the reality is that the exporting countries including Bangladesh, in most of the cases, fail to maintain the code of conducts in their factories.

In the garment factories in Bangladesh sub-standard working condition is prevailing in majority of the cases. The factory buildings have no proper ventilation system rather in some cases they are congested and overcrowded (Paul-Majumder & Begum, 2000). In another study, Paul-Majumder and Begum (1997) reveal that most of the

factories do not maintain sufficient measures for fire prevention although it is essential at the workplace. The workplaces are need to be decorated with proper lighting as well as comfortable temperature and noise free environment but unfortunately these are not properly maintain in most of the garment factories in Bangladesh (Mehta, 2014). The study also points out that unsafe working condition are prevailing in most of the garment factories in Bangladesh like improper fencing of machineries, insufficient staircase, and unavailability of gloves, helmet, and other precautionary equipments for handling heavy items though the safety issue is vital in the workplace in making pleasant working environment.

Moreover, some garment factories do not have room for lunch or canteen facilities in the premises, and unavailability of pure drinking water at the workplace although few of the factories have those facilities within the factory (Paul-Majumder & Begum, 1999). In addition, the study of Paul-Majumder and Begum (1997) also discover that low level female employees in some cases face sexual harassment by the coworkers while doing work over night since separate room for female workers is not available at workstation. Besides, Karen and Hye (2010) highlights on some critical issues related to the working environment are commonly observed in majority of the workplaces of RMG industry in Bangladesh such as use of child labor, long working hours, forced labor, discriminatory compensation, poor disciplinary system, discouragement of forming employee association and collective bargaining, and less concern about employees health and safety issues but according to the ILO (2007) guidelines every organization is committed to ensure fair judgment about these matters. Thus, it may be concluded that the overall working environment of the RMG industry is not congenial enough as it expected.

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2.10 Hierarchy of Employment of the RMG Industry in Bangladesh

Generally, three levels of employment are observed in the garment factories such as top level, mid level and operational level employees in Bangladesh.

2.10.1 Top Level Employees

The top level employees consisted with the employees who involve with the factory‘s overall decision making activities such as formulation of policy, maintain communication with buyers, formulating strategies, and some other unstructured activities related to administration. The employees of this level hold the positions like Managing Director, Director, General Manager, Assistant General Manager, and Manager. These employees together make decision and look after the overall activities of the factory.

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2.10.2 Mid Level Employees

The mid level employees consisted with the employees who make working schedule for the bottom level employees on the basis of work orders conveyed by the top level management. The employees of this level hold the positions such as Factory Supervisor, Floor Supervisor, Quality Supervisor, Cutting Master, and Line Supervisor who closely monitor the activities of their fellow employees. These employees‘ works are more structured and they are responsible for their own working area.

2.10.3 Operational Level Employees

The operational level or lower level employees consisted with the employees who directly involve with the several activities of making garments. The lower level employees hold the positions namely Sewing Operator, Cutting Man, Quality Inspector, Washing Man, Iron Man, Packer, Helper and some other alike. These employees‘ works are structured and are responsible for their personal job duties.

2.11 Socio-Economic Conditions of Employees of RMG Industry in Bangladesh

The majority of the employees of the RMG industry in Bangladesh come from the rural areas mainly from poor and marginal families (Ahmed & Raihan, 2014). As a result, they belong to lower social status and they lives from hands to mouth due to their miserable financial capability.

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2.11.1 Accommodation Facilities

The most of the employees of RMG industry are living in tiny houses where social security is almost absent (Bhuiyan, 2012). Moreover, the house is crowded due to excessive people and unhealthy environment for living is prevailing there. Furthermore, they are deprive of from the minimum requirements of a house like proper sanitation, open space, water supply etc (Kang, Sok & Liv, 2009). In fact, the financial weakness of the employees makes them bound to live in those substandard houses.

2.11.2 Medical Facilities

As the employees of the RMG industry live in unhealthy houses they frequently suffer from several health related problems like fever, cold, headache, skin disease and alike. But the problem is that they have very little access to private health centre of the community (Bhuiyan, 2012; Nahar, Ali & Begum, 2010) due to excessive charge. As a result, they visit to government medical centre where proper medical services are not available. Moreover, the number of government medical centre is insufficient to give services to the huge numbers as the people with low income group come here to avail the services.

2.11.3 Educational Facilities

The education level of the employees of RMG industry in Bangladesh is low because they come from the rural and disadvantaged areas where access to educational facilities is not commonly available (Ahmed, 2007). Moreover, the opportunity of education of their children is also limited since they like to engage their children with the activities of earnings so as to increase their total income (Ahmed et al., 2013). Therefore, they belong to the below social status generation to generation.

2.11.4 Formation of Labor Union

The employees of RMG industry in Bangladesh are always discouraged to form labor association although formation of labor union to uphold their rights and facilities is permitted by law. Sometime it is observed that the employees have been threatened regarding the join in trade union or convey that they will be terminated from the job

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for such initiative (Ahmed, 2007). Thus, the garment employees keep them away from the formation of or join in trade union for keeping their job although employee association might be used as a weapon of achieving their status.

2.11.5 Workplace Harassment

The employees of RMG industry in Bangladesh do not feel at home in the workplace because of inappropriate behavior of the supervisor to their fellow employees. The employees do work in the factory under strict supervision and if any mistake occurs in their work they are penalized for this in the form of salary deduction. In fact, employees are not considered as a resource for the organization though they are the real force in making profits for the organization.

2.11.6 Income Level and Discriminatory Behavior

The income of garment employees is not enough to fulfill their basic requirements to survive in the society. The average income of a lower level garment employee is amounted to 91.45 US dollar in a month (Centre for American Progress, 2013) which is insufficient to meet demands of the daily necessities. Moreover, the income of female employees is lower than that of male counterpart at the same position (Absar, 2001). Thus, they had to pass their days with miserable condition. The comparative real income of the employees among competitive and neighboring countries is presented in Table 2.5.

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Table 2.5

Comparative Real Earnings of Employees of RMG Industry

Country	Earnings per Month ($)	Country	Earnings per Month ($)
Bangladesh	91.45	Philippines	233.39
Cambodia	126.26	Vietnam	254.76
India	169.67	China	324.90
Indonesia	186.64	Thailand	337.12

Source: Centre for American Progress, 2013

2.11.7 Paid Leave and Overtime Payment

The employees of the RMG industry in Bangladesh merely enjoy the leave with pay but majority of the cases they had to avail leave without pay (Islam & Zahid, 2012). Moreover, before shipment or when the working order increases the weekly holidays are cancelled and make employees bound to come at the factory for work. Usually, an employee works for 10 to 12 hours in a day on an average but according to law (Labor Code, 2006) employees are supposed to work 8 hours in a day. Although, the employees per day work above 10 hours are considered as overtime work and receive payment at ordinary rate for extra work in majority of the factory but employees have right to get two times of ordinary rate for extra work by law. This is not the end of the history rather the overtime payment is given one to two months later of their working. Additionally, the common phenomenon observes in the garment factory is that if any employee leaves the factory s/he had to forget about the recieved of overtime work.

2.11.8 Employees' Savings for Future

The employees of the RMG industry in Bangladesh have very limited scope of savings as they lives from hands to mouth. The majority of the employees do not have savings or even bank account as they had to spend all the earnings to fulfill their day to day necessities (Islam & Zahid, 2012). The employees who have more earning members may save few amounts hopping to meet the future necessities. Thus, the employees are frustrated about their upcoming days and are anxious about uncertainty in future.

2.12 The Strengths of RMG Industry in Bangladesh

There are many factors that help to promote the RMG industry in Bangladesh. A brief discussion about some important of them is presented through the next couple of paragraphs.

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2.12.1 Low Labor Costs

The RMG industry in Bangladesh has been established by the nature of labor-intensiveness. Again, Bangladesh is one of the populated countries in the world having huge number of unemployed people. As a result, people are willing to do work even with low salaries so that they can relieve them from the curse of unemployment. During the early 1980s private entrepreneurs grasp this opportunity to involve low salaried employees in their factories for work. This trend is still continuing and it facilitates to flourish the RMG industry in Bangladesh.

2.12.2 Minimum Production Costs

The garment factories in Bangladesh have the ability of producing quality garments for the international markets with minimum costs. The RMG industry in Bangladesh is involved with the production of garments for world famous brands such as Wal-Mart, Tesco, Zara, Levi‘s, H & M, Gap, Kohl‘s, JC Penny, Marks & Spencer, Metro, Tommy Hilfiger, and so on. Due to minimum costs of production they import huge amount of garments every years from Bangladesh. Moreover, low production costs attract FDI (Foreign Direct Investment) in Bangladesh which also helping to flourish backward as well as forward linkage industry. At present, 85 percent demand of raw materials of RMG industry is fulfilled by the backward linkage industry which obviously contribute to the country‘s economic growth.

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2.12.3 Demand of RMG Products in Local Markets

The clothing is one of the basic needs for human being. The domestic demand of clothing is high as huge number of population belongs to Bangladesh. Usually, the people of Bangladesh love to wear new cloths on different festivals and occasions such as Eid (big religious occasion of Muslims‘), Puja (big religious occasion of Hinduism), and Pohela Boishakh (Celebration of Bengali New Year) and so on. Therefore, high demand of clothing in different occasions assists to develop RMG industry in Bangladesh, though, before the emergence of garment factories people were dependent on the tailoring shop to fulfill their demand of new clothing.

2.12.4 Government Assistances for RMG Industry

The government of Bangladesh is providing special support to the RMG industry for its development than other sectors in the country. The supports cover wide range facilities such as tax holiday, income tax rebate for new establishment, creation of export processing zone, freight and power rate rebate, tariff free machinery import, loan with low interest rate, funds for export enhancement etcetera. These assistances are strengthening the position of RMG industry in Bangladesh and gradually became an important member in the international market.

2.12.5 Encouragement of Private Ownership

Initially, the drive of RMG industry started at the end of 1970s when the then government encourages private initiatives to establish garment factories. Though the private entrepreneurs had to work with various constraints like interrupted gas and power supply, political crisis, and insufficient port facilities but the entrepreneurs were committed to fulfill the buyers‘ expectation, maintain compliance standard, and product quality even through making less profit. Therefore, the devotion of private entrepreneurs towards their business marked as an important role to increase the strength of RMG industry in Bangladesh.

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2.12.6 Quota Facilities

The RMG products of Bangladesh enjoy quota facility to do business in the international markets under MFA. In addition to this, offering GSP (Generalized System of Preferences) facilities by the developed countries assist to accelerate the

business in international markets. In fact, MFA gives protection in the international markets and GSP facilities provide access to markets and offer preferential treatment for the RMG industry of Bangladesh.

2.13 Problems Associated with RMG Industry in Bangladesh

The noteworthy growth and acceptance of RMG industry to the international markets do not mean that all the things are going smoothly as at expected level. In essence, the RMG industry is struggling with some unavoidable circumstances for keeping its development steady. The major problems faced by the most of the garment factories that hinder their smooth operations are lack of uninterrupted gas and power supply, inefficiency of port management, political instability, strikes, and poor infrastructure. In addition, lack of training facilities, poor payment, job insecurity, absence of promotion opportunity, and dissonant employee relations are observed as an obstacle to the expected volume of production. Moreover, the recent labor unrest for the demand of minimum payment of garment employees and their insurgent in the street was a great challenge for the RMG industry in Bangladesh. Furthermore, international conspiracy, sexual harassment, and insecure commuting of employees are also the problems associated with smooth running of RMG industry in Bangladesh.

Besides, the collapse of ‗Rana Plaza' (Multi-storied garment factory) was a big threat for the RMG industry in Bangladesh. This incident snatched out about 1,200 lives all of on a sudden, 330 are still missing, and about 2,500 garment employees became injured (Khan & Rodrigues, 2015). After this incident foreign buyers raise question about the safety issue of the garment factories and even some of them withdraw their buying order from Bangladeshi garment factories. As a result, RMG industry suffers

from image crisis in the international markets and loses lots of work orders which resist its way of advancement to some extent.

2.14 Prospects of RMG Industry in Bangladesh

Bangladesh is one of the developing countries around the world having huge number of workable people who expects to be employed to improve their standard of living. Since majority of the people of the country lives in the rural areas thus their expectations are not so high rather become pleased in meeting the basic needs along with the family members satisfactorily so that they can maintain minimum social status. The RMG industry in Bangladesh has been developed with the nature of labor-intensiveness in the country where the involvement of people is expected to run the factories effectively and efficiently. Thus, the owners of the garment factories have an opportunity to collect required number of people and utilize them in the work for achieving the targets of their factory.

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Moreover, the products of RMG industry in Bangladesh have achieved extra ordinary reputation to the international buyers for producing quality products. Bangladeshi garment factories are producing products for the world class branded shops and their demand for the collection of products from Bangladesh is increasing day by day. In addition, garment employees have the expertise in making the products of any design of importing countries to satisfy their needs of desired fashions and styles. Thus, it represents that the RMG industry in Bangladesh have positive prospects for its steady flourishing if the performance of garment employees can be improved in terms of quality and quantity.

Furthermore, the traders and importers of the products always want to make more margins not only by reducing acquisition costs but also by increasing sales volume or through higher product pricing. Although in considering the customer demand seller commonly would not like to charge more for the products rather concentrate more on lowering buying costs for the intention of selling large volume in making expected profits. Since the production costs of the products of RMG industry in Bangladesh is lower compared to other competitive countries due to lowest labor costs around the world and appreciable number of backward linkage industries have been established to meet the demand of accessories items with lower price for the garment factories thus, the importers‘ first choice goes to have the products from Bangladeshi garment factories. As a result, it is expected that RMG industry in Bangladesh will be able to continue their business in the international markets by fulfilling the requirements of the buyers.

Additionally, the worldwide demand of clothing is expected to be upward to meet one of the basic needs of the people since the world population is increasing gradually. Moreover, with the passes of time the customers‘ expectations of having attire have been changing with the change of traditions, fashions, trends, and style to have new design of products. Thus, the traders are looking for the variation in the product designs to meet the customers‘ demands of the time. As the expectations of the customers to the varieties of garment products are likely to be continued over the decade to decade which will ensure the growth of garment sector around the globe. The RMG industry in Bangladesh is working to meet the demand of international markets for a long time by dint of its quality and excellent outputs. Besides, the employees of Bangladeshi garment factories have competency, passion and

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commitment for quality work to face the challenge of foreign markets from time to time.

Therefore, it is expected that the RMG industry is very prospective sector from the perspective of Bangladesh. Now, the organizations are more perfection based and volume oriented in producing their products for competing in the markets. The appropriate initiatives and proper nurture in making the employees more productive can ensure the rapid progress and strong position of the RMG industry in Bangladesh in the global clothing markets.

2.15 Conclusion

The RMG industry in Bangladesh has been come through the long way of ups and down as well as various challenges to reach such a prestigious position in the international clothing markets. In this chapter an overall description of the RMG industry has been presented covering different issues such as textile history of Indian subcontinent, evolution of Bangladesh, historical background of RMG industry in Bangladesh and its role in earnings foreign exchange and employment generation, the strengths and problems and prospects of this industry so that one can have a brief orientation about the RMG industry in Bangladesh.

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CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter illustrates the earlier literatures on employee performance, HRM practices, and employee engagement as well as interrelationship among them. In addition, different concepts like human resource management, human resource management practices, employee performance, and employee engagement are discussed in this chapter for better understanding about the study. Moreover, the justifications of the variables used in this study have been reviewed carefully. Finally, the underlying theory regarding the framework of this study has been discussed at the end of this chapter.

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3.2 The Concept of Human Resource Management

The term ‗human resource management' is replaced by the previously known ‗personnel management' nowadays has been generally used for couple of decades. The Human Resource Management (HRM) field developed first from an idea of Robert Owen and Charles Babbage in 18th century in Europe at the time of industrial revolution argues that people are vital for organizational success and survival (Griffin, 2013). At the beginning of 20th century HRM come across as a specific discipline developed by Frederick Winslow Taylor exploring the term ‗scientific management' striving to increase productivity in manufacturing concerns (Merkle, 1980).

According to Dessler (2013), HRM is the systematic process of acquiring, training and development, assessing, and compensating employees, as well as attending labor relations, health and safety issues, and finally fairness concerns. Lindmark and Önnevik (2006) opines that HRM covers all the aspects that develop employees' abilities on the basis of employees' uniqueness including division of work, motivation, awareness of work, adaptation with different conditions, rewards method, and advancement opportunities. Bratton and Gold (2003) state that HRM conveys a strategic approach that manages employment relations emphasizing to achieve competitive advantage for sustainable development including employees' workplace ability, motivation, perception to their role, and situational incidents. Moreover, Pettigrew and Whipp (1991) opine that HRM deals with the set of knowledge, skills and attitudes needed for an organization to compete with other organization through the activities like: recruitment and selection, employee training and development, labor relations, and fair compensation.

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3.3 The Concept of Human Resource Management Practices

Employees, for their best efforts in the organization, regarded as the most important asset to achieve organization's progress and accomplishment (Danish & Usman, 2010). In this view, HRM practices deal with the activities of managing employees for the improvement of organization's success by developing their talents, skills, productivity and satisfaction (Adedapo, 2015; McLean & McLean, 2001). Since employees are inevitable for the organization and treated as essential, therefore, employees' feelings and conducts are need to be analyzed in the study of HRM practices (Ghebregiorgis & Karsten, 2007) so that efficient and effective workforce

can be ensured in the right place for the execution of organization‘s operations (Jafri, 2013; Ghebregiorgis & Karsten, 2007). In this context, Swanson and Holton (2009), and Vince (2003) cover a wide range of issues in HRM practices such as training and development, career advancement, relations management, and organizational modification to quality improvement; although Teseema and Soeters‘s (2006) views regarding HRM practices are recruitment and selection, placement, training, compensation, performance evaluation, promotion, grievance handling, and job security.

Additionally, HRM practices are the combination and implementation of appropriate policies and activities necessary for the attainment of organization‘s goals through managing the employees of the organization (Qureshi et al., 2010). Likewise, Jeet and Sayeeduzzafar (2014) opine that HRM practices are like a tool which carries out fundamental functions related to human of the organization to achieve the target of the organization. In the same way, HRM practices are defined as some activities like recruitment, selection, compensation, and development of human resources for maximizing and utilizing employees‘ potentials and capabilities for the attainment of organization‘s goal (Abdullah, Ahsan & Alam, 2009). Furthermore, Dessler (2010) identifies HRM practices as a set of practices followed by an organization for managing and guiding of human resources with the aim of achieving the goals of the organization.

The major challenges of HRM practices visualized from previous studies include selection, job design, training and development, performance appraisal, compensation, promotion, grievance handling, efficiency and flexibility, and management relations (Gomez-Mejia, Balkin & Cardy, 2001; Skinner, 1999;

Muhlemayer & Clarke, 1997; Huselide, 1995). The importance of HRM practices initially was recognized in the West part of the world, therefore, majority of the studies have been conducted in the perspective of developed economy rather developing economy (Almhdie & Nyambegera, 2004). HRM practices in developed economy sometimes bring undesirable results for the developing economy due to the differences in the contexts and social systems (Kanungo & Jaeger, 1990). Therefore, empirical study on the HRM practices in the developing context is expected to generalize the concept.

3.4 Independent Variables of the Study

Human resource management practices have been considered as the independent variable of the study. HRM practices consisted of wide variety of dimensions such as human resource planning, recruitment and selection, training and development, compensation decision, employment advancement decision, employment relations, performance appraisal, grievance handing, and so on for making decision regarding human resource of the organization. From the extensive variety of dimensions of HRM practices five of them have been considered as independent variables for this study such as: training and development, compensation, job security, promotion opportunity, and employee relations with supervisor. The study is conducted to measure the influence of these independent variables on the dependent variable and mediating variable.

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3.4.1 Employee Training and Development

Training and development is the process of activities which enhance the necessary skills and capabilities of employees in doing their work more efficiently and effectively. According to Bhat (2014) training and development involve such activities that help employees to get job skill and knowledge so that they become capable of performing their present and future job duties. Similarly, Tahir, Yousafzai, Jan and Hashim (2014) opine that training and development is the schedule of knowledge and experience sharing program with the employees for the enhancement of their performance in the current job as well as potential job assignments. Moreover, training and development assists employees as a learning process in developing their talents and skills so that they can perform their job in changing environment (Dermol & Cater, 2013). In fact, training and development is a continuous learning process that include gaining knowledge, developing skills, changing work behavior and making competent for changing work environment (Ameeq & Hanif, 2013; Elnaga & Imran, 2013). Thus, training and development unlock the potentials of employees for minimizing the gap between employee performance and outputs through providing proper knowledge and skills.

Training and development is a process by which organization effectively utilize people to perform their work (Altrasi, 2014). Training programs help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving contemporary work activities (Atteya, 2012). In other word, Training is a set of systematic and planned activities conducted by the organization to disseminate necessary skill and ability to the employees so that they can meet the present and future job requirements (Desimone, Werner & Harris, 2002). Training and

development is the major HRM practices (Vance, 2006) that assists employees to increase work related competencies and skills to perform the job efficiently (Cascio, 2000; Noe, Hollenbeck, Gerhart & Wright, 2006). Therefore, the goal of training and development is to improve employees‘ productivity at workplace (Lang & Wittig-Berman, 2000).

Basically, two different methods such as on-the-job and off-the-job are extensively used for the training and development of employees (Sultana, Irum, Ahmed & Mehmood, 2012). On-the-job training is provided at the employees‘ workplace where employees acquire job knowledge during work performance. Conversely, off-the-job training is arranged away from workstation in accordance of prior schedule where employees need not perform job duties (Wayne, 2010).

According to Tsai and Tai (2003), in this competitive age training and development is inevitable to get concurrent job knowledge and skills to keep the organization‘s standard performance. Indeed, organization‘s success comes from the extent of training received by the employees (Dessler, 2013). It is commonly reflected from the studies that training allows employees to acquire high competencies essential to perform their jobs with efficient and effective manner (Harel & Tzafrir, 1999). Moreover, the reality is that training and development enriches employees‘ capabilities which guide and support employees to reach at career goal (Pare & Trembley, 2000; Liu, Soleck, Hopps, Dunstone & Pickett, 2004). Furthermore, employee training and development facilitate to build life-long relationship between employee and employer, thus, increases performance of the employees in the organization (Samuel & Chipunza, 2009).

Training of employees is provided on the assessment of employees‘ training needs so that training can be provided to those employees who have knowledge or skill gap for performing their job (Kum, Cowden & Karodia, 2014; Dessler, 2013). In this connection, comparison between employees‘ existing capabilities and required skills in doing the job are assessed to find out the discrepancy so that those employees‘ can be given training on the related issues (Dessler, 2013; DeCenzo & Robbins, 2010). Therefore, the primary purpose of organizing training programs is to find out the gap in employees‘ skills to expand employees‘ capabilities so that their performance level can be enhanced (Altrasi, 2014). For this reason, organizations over the world spend more than billions dollars for employees training. For example, in US, companies together spent over $50 billion in a year for employees‘ formal training (Dolezalek, 2004).

In the perspective of Bangladesh the study of Berg et al. (2011) find out that the ready-made garment (RMG) employees receive only the basic on-the-job training in the factory after appointment and very few number of training institutions are available for providing off-the-job training to make the employees efficient. In another study, Rahman et al. (2008) reveals that the numbers of un-skilled and semi-skilled workers of the RMG industry in Bangladesh are 20 and 30 percent respectively. The survey also discloses that the ratio of skilled workers in large factories ranges from 46 percent to 53 percent, whereas it is 18 percent to 26 percent in the small and medium scale factories. This landscape clearly depicted that due to the dearth of training facilities the employees of the RMG industry could not perform as it is expected.

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3.4.2 Employee Compensation

Compensation is the sum of financial and non-financial rewards an employer provide to his/her employees in exchange of their efforts given to perform the organizational tasks. In this connection, compensation includes a wide range of rewards such as salary, commission, incentives, bonuses and different sort of allowances, profit sharing, medical facility, insurance coverage, retirement benefits as well as tuition reimbursement and so on (Mello, 2011). In essence, compensation covers both the monetary and non-monetary rewards received by the employees as an exchange of their contributions, work efforts, and performance to the organization by the employer of the organization (Milkovich, Newman & Gerhart, 2010).

Moreover, employee compensation is the rewards which come from the employer to the employees for their efforts to the organization on the basis of employment contract (Dessler, 2013). According to DeNisi and Griffin (2001), compensation termed as the payment made by the authority of the organization for the work done by the employees in the organization. In addition, Employees‘ social status, work motivation, organizational loyalty, and performance are highly influenced by the compensation (Aswathappa, 2008). In this connection, compensation covers both financial and non-financial rewards that make employees more productive to the organization‘s work (Yousaf, Latif, Aslam & Siddiqui, 2014). In the perspective of commercial banks in Bangladesh compensation package is the crucial factor that influence on the performance of employees (Ahmed & Uddin, 2012; Billah & Islam, 2009). The less outputs and poor productivity are noticed when an organization is reluctant to pay appropriate compensation package to the employees (Chen & Hseih, 2006).

Compensation and benefits are segregated into two subdivisions such as intrinsic and extrinsic rewards (Mehta, 2014). Intrinsic rewards are psychological rewards which include appreciation and recognition of work; meanwhile, extrinsic rewards are tangible rewards which include monetary form of returns. Compensation regarded as the direct extrinsic rewards an employee receives such as basic pay and/or variable pay. The benefits are the indirect intrinsic rewards such as medical leave, maternity leave, educational support and insurance coverage (Milkovich et al., 2010).

The organization considers a lot of factors while designing a compensation package for the employees such as job market, minimum wages and benefits law, work load, and above all the abilities of the employee at work (Martocchio, 2006). Usually, the organization provides equitable compensation package to the employees irrespective of gender, race, religion, and origin of national (BNA Bulletin to Management, 2007). Several studies find that compensation is such a dimension of HRM practices that attract brilliant and competent people to work in the organization, thus result better work performance (Jouda, 2016). Several other studies find that compensation also have influence on the employees‘ level of work engagement (Markos & Sridevi, 2010; Sacks, 2006; Maslach, Schaufelli, & Leiter, 2001).

In the perspective of Bangladesh, the amount of compensation of the employees in the RMG industry is lowest compared to any other industrial employees of all over the world (Center for American Progress, 2013). Additionally, the compensation of RMG employees is too poor to survive in the society (Ahmed et al., 2013). Moreover, the employees do not get their salary on time rather it follow the second week or later of the month (Begum, Ali, Hussain & Sonia, 2010). Furthermore, it is noticed that the RMG employees took part in labor movement demanding of minimum compensation

settled by the government (Islam & Ahmed, 2014; Ahmed et al., 2013). Therefore, compensation considered as an independent variable in this study to measure the influence of compensation on the employee performance level of the RMG industry in Bangladesh.

3.4.3 Employee Job Security

Employee job security is the assurance of employees‘ job continuation in the organization for a long period of time without worried of being jobless. Job security confirms the continuity of employees‘ job under certain economic condition of the country (James, 2012). Thus, job security is the possibility of keeping job of an employee (Adebayo & Lucky, 2012). In fact, job security is the assurance of employees‘ not to be unemployed (Simon, 2011). The job without job contract is not guaranteed for a certain period of time that considered as lack of job security. Furthermore, Job security refers to the extent of work stability in the organization without the fear of sudden job loses (Herzberg, 1968). Alternatively, job security is the expectation of employees to stay on their job over a defined or undefined period of time or unless they withdraw themselves from the organization (Delery & Doty, 1996).

Every employer in the organization expects to get continuous contribution from the talented employees, though unfavorable management policy or any adverse situation makes the job insecure in the organization. When job insecurity prevails in the organization the employees keep them under productive that incurs huge loss for the organization in terms of productivity and efficiency (Zameer et al., 2014; Yousaf, 2014). In the Asian context, job security is very important issue for keeping

employees‘ productive (Ma, Liu & Liu, 2014) since negative perception about job security make employees worry about the sudden job loss that losses not only their income but also the social connections and status (Ma, Liu, Liu & Wang, 2016). Therefore, job security is the main concern in the organization‘s HRM practices (Zameer et al., 2014; Pfeffer, 1998) to receive uninterrupted efforts from the employees. Globally 75 percent employees expect that their job would be secured (Watson, 2010).

Several empirical studies revealed indirect relationship between employee job security and performance that job security is such a HRM practices that enhances organizational commitment (Chang & Chen, 2002; Wong, Ngo & Wong, 2002; Meyer & Smith, 2000) which in turn increase the performance of employees (Osa & Amos, 2014). On the other hand, employee job security is one of the instruments that ensure employees‘ involvement with the organization (Brown, Reich & Stern, 1992) that engaged them with their work in the organization (Kular, Gatenby, Rees, Soane & Truss, 2008).

In Bangladesh, the job security of the employees of the garment factory is less compared to other sectors in Bangladesh (Chowdhury & Ullah, 2012; Bhuiyan, 2012; Ahmed, 2007). According to Begum et al. (2010), it is very common that the employees of RMG industry in Bangladesh are appointed on temporary basis. As a result, RMG employees are working in the factory with worry of unnoticed job lose (Islam & Zahid, 2012). Moreover, majority of the cases the employees of the RMG industry do not get appointment letter as a proof of employment contract and 61 percent employees of the garment factory are not permanent in their job (Islam & Zahid, 2012). Therefore, job security has been considered as the independent variable

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of this study to measure how job security influence on the performance of the employees of RMG industry in Bangladesh.

3.4.4 Employee Promotion Opportunity

Generally, employee promotion opportunity refers to the scope of positional upward movement of employees in the organizational structure. In fact, promotion is the change of work position from the existing to the next upper position which brings more responsibilities and status for the employees in the organizational setting (DeCenzo & Robbins, 2010). Alternatively, promotion opportunity is the extent of professional mobility towards higher position or status in the organizational settings (Jucius, 1963). Furthermore, promotion is the result of some factors such as mentoring, skill achievement, career target, individual characteristics, and hard working (Ismail & Arokiasamy, 2007; Burke, Burgess & Fallon, 2006). In this connection, promotion opportunity is regarded as the organizational acknowledgement to employees‘ capabilities and talents by the top management of the organization (Tan, 2008).

According to Price (2001), promotion opportunity brings satisfaction among the employees and increase tendency to perform more. Shuck and Rocco (2014) suggest that organizations should conduct constructive discussions with the employees about the issues which are the major concern of the employees such as job position advancement, skill development, and building competencies. Opportunity of promotion signifies that organization realizes the employees‘ interest to advancement which in turn motivates employees to serve the interests of the organization. As a result, it compromises with the concept of social exchange theory where mutual

interest of both employee and employer are attained (Robinson et al, 2004). According to Blau (1964), social exchange theory assumes that promoted employees feel valued in the organization where they likely to repay the organization through high performance.

Several studies found that significant and positive relations existed between promotion opportunities and employee performance (Shahzad, Bashir & Ramay, 2008; Teseema & Soeters, 2006). Moreover, a couple of studies reveal that organization‘s fair promotion policy bring employee satisfaction which in turn, increases the employee performance level (Birdi, Clegg, Patterson, Robinson, Stride, Wall & Wood, 2008; Marchington & Wilkinson 2008, Taylor 2008). On the contrary, the lack of position advancement opportunities discourages employees from doing hard work (Ghebregiorgis & Karsten, 2007). Therefore, career advancement opportunities have a great positive impact on the performance of employees at their work station (Choo, Mat & Al-Omari 2013; Sardar, Rehman, Yousaf & Aijaz, 2011).

In the context of RMG industry in Bangladesh it is found that the promotion opportunities of the employees are very limited (Ahmed et al., 2013). Moreover, employees are found to work in the same position for a long period of time which makes them reluctant in performing their work (Ahmed et al., 2013). Promotion articulates the social status which encourage employees‘ for better performance especially in labor-intensive industry (Khan, 2010), thus, promotion opportunities of the RMG industry expected to have an influence on the employees‘ outputs. Therefore, the proposed study considers promotion opportunity as an independent variable to measure how employee promotion opportunity influennce on the performance of the employees.

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3.4.5 Employee Relations with Supervisor

Employee relations with supervisor refer to the harmonious interaction between boss and subordinate in the workplace in performing the job duties. Nowadays, the term employee relations are used interchangeably by industrial relations, employment relations, and labor relations (Lewis, Thornhill & Saunders, 2003). Generally, employee relations refer to the relationship that take place among employees, managers or supervisors, and colleagues. Recently, organizations are very much concern to maintain good employee relations as it directly related to the performance and motivation of the employees (Ramayah, Lo, Amri & Noor, 2011; Muhammad & Hamdy, 2005; Gomez-Mejia et al., 2001). According to Joshi and Sodhi (2011), employee relations cover a wide range of behavior, such as: friendliness of supervisor, values and ethics of supervisor, equal treatment to all employees, honor of the employees view, and ensuring environment of togetherness. In addition, employee relations are the extent by which employees‘ impressions is formed through how supervisor care about the employees‘ well-being, value of employees‘ contribution, and how supervisors are supportive to employees‘ work (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002).

Employees will be highly motivated and productive when employers maintain supportive employee relations at the workplace (Gomez-Mejia, Balkin & Cardy, 2001). Cooperative employee relations with the supervisor serves as a weapon to increase employees‘ satisfaction level that devotes them to perform more at their work, which in turn contribute to realize the goals of the organization (Absar, 2001; Paul-Majumdar, 2003). Employees always expect to maintain good relations with the supervisor, whereas any deficiency in the relations will make employees reluctant to

do their work (Chowdhury, Sarker & Afroze, 2012). On the other hand, literatures of several early studies find that manager or supervisor‘s supportive relations with employees make them engaged with their work (Richman, Civian, Shannon, Hill, & Brennan, 2008; Sacks, 2006; May et al., 2004; Maslach et al., 2001). Moreover, the organizational concern for employees is not only increases their commitment at work but also develops their mental attachment with the resptive organization (Hossan et al., 2012).

A couple of studies at the recent time on different contexts reveal that employee relations with the supervisor are not well as it expected (Whalen, 2008; Kaufman, 2006; Ackers, 2002). In the context of RMG industry in Bangladesh, the employee relations with the supervisor or management is not congenial and misbehavior of supervisor with their fellow employees is a common phenomenon (Ahmed et al., 2013; Islam & Ahmed, 2014), though employees should treated as valued resources of the organization for their performance to the organization (Rahman et al., 2008). According to Malik, Ahmad and Hussain (2010), employee relations with supervisor are inevitable for the labor intensive organizations like RMG industry to increase the performance of employees. Therefore, in this study employee relations with supervisor have been considered as one of the independent variables to examine how it influence on the performance of employees of the RMG industry in Bangladesh.

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3.5 The Concept of Employee Performance

Performance of employee signifies the contribution of employee in terms of product production or rendering services for the customers of the organization. Alternatively, employee performance denotes the volume of work performed by an employee in a

specific period of time (Jacobs et al., 2015). Moreover, employee performance is considered as the achievement of regular working competency and use of the ability to accomplish the work responsibilities (Tahir et al., 2014). In addition, performance of employees ensures the survival and development of the organization in an extremely competitive environment (Emami et al., 2013). Employee performance is basically the results gained by an employee at the workplace. In this point, performance observed as valued outputs of the production system in the form of goods or services (Swanson & Holton, 2009). Performance of employees, in fact, upholds the organization‘s plan towards the organizational expected outcomes (Anitha, 2014).

The achievement of organization‘s goals and its overall success comes through the performance of employees (Emami et al., 2013). In this connection, employees of the organization are regarded as the most important asset due to their best efforts in the organization because all the assets of the organization will be in vain unless the employees perform well (Ahmed & Uddin, 2012; Danish & Usman, 2010). Moreover, employees‘ high performance level makes the business operations smooth and steady to reach the targets (Anitha, 2014). Coversely, the lack of employee performance restrains to run the business in accordance of predetermined policies and procedures (Macky & Johnson, 2000). An organization may have sound policies and procedures, highly sophisticated machineries and equipments, modern technologies and opportunities, and so on but all the things will remain unutilized when employees do not perform at the expected level (Dessler, 2013). Thus, the organization‘s policy makers highly emphasized on the improvement of employees‘ performance level so that the organization can confirm its strong existence in the business world.

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According to MacDuffie (1995), employee performance can be measured on the basis of three aspects; firstly, *qualitative measure* which include how efficiently employees handle the customers‘ complaints and number of errors they commit in doing work; secondly, *quantitative measure* which include how many customers an employee can served and how many products an employee can produce over a given period of time; and thirdly, *time measure* which include the frequency of absenteeism, failure or lateness of performance deadline, and unproductive working hour. Though these aspects are widely used in measuring employee performance but the combination of these measures is appreciated for measuring performance (Brown, 2009). Therefore, practitioners express their concern and anxious about employees‘ performance in operating their business. As a result, top management designs their attitudes, activities and behavior in such a way that strongly support the employees‘ work so as to contribute to enhance employees‘ performance as well as organizational outputs (Haque & Anwar, 2012).

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Employees‘ level of productivity is the main criteria of assessing performance although several researchers apply several methods to calculate the employees‘ performance such as quality, quantity, knowledge, and creativity (Wong & Wong, 2007; Prajogo, 2007). Sometime employees‘ performance is assessed by the employees‘ attitudes, motivation and expectation towards the job which are related to the employee relations with supervisor, compensation, training and development, job security and promotion. Therefore, couple of studies found the causal relationship between _individual and organizational variables‘ and employees‘ performance (Ackerman, Shapiro & Beier, 2008; Chiang & Hsieh, 2012).

During the last decade Tuten and Neidermeyer (2004) establish that job stress arises from lack of training, job security, supervisory relations, and promotion opportunity which have important effect on employees‘ performance. Similarly, few years ago, it is revealed that every employee exposed of some stresses both in personal life and at workplace which in turn affect on their performance (Feddock, Hoellein, Wilson, Caudill & Griffith, 2007). Recently, Miao (2011) argues that management supports regarding job related matter are likely to increase employees‘ performance. Therefore, inconsistency in the earlier studies prevailed while describing the antecedents of employee performance in the organization.

Employee performance is considered with the two dimensions together such as in-role performance and extra-role performance. In-role performance refers to those activities that are clearly described against respective positions done by the occupant employees and evaluated under the process of organization‘s performance appraisal method (Whittington & Galpin, 2010). According to Borman and Motowidlo (1997), In-role job performance refers to activities that are related to employees‘ formal role requirements. However, the employee in-role performance includes both qualitative and quantitative dimensions but intrinsic rewards enhance in-role performance behavior of the employees‘ to some extent (Deckop, Mangel & Cirka, 1999). For example, employees feel encouragement in doing their job when they receive recognition of their work (Hertzberg, 1968).

On the other hand, extra-role performance refers to the employees‘ contribution that exceeded the expectation of in-role requirements. In the broad sense, extra-role performance signifies the extent where employees perform more beyond their prescribed job duty (Netemeyer & Maxham, 2007). Extra-role performance is

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essential if organization desires to run the organization with efficiency and effectiveness, thus extra-role behavior signifies employees‘ positive efforts that ensure organization‘s overall effectiveness (Deckop et al., 1999). However, organizational citizenship behavior encourages employees to employ additional efforts with less supervision (Borman, 2004) in performing contextual job requirements (Motowidlo, 2000; Motowidlo, Borman & Schmit, 1997; Organ & Ryan, 1995) and voluntarily help the other employees (Borman, 2004). Both in-role and extra-role activities are considered for measuring employee performance because the overall performance of the employees is assessed through both in-role and extra-role activities (Ryan & Dunn-Jensen, 2016). In this study, the performance of the garment employee is measured by the volume of products an employee produce in the factory.

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3.6 The Concept of Employee Engagement

The concept employee engagement‘ is developed by Kahn (1990) as harnessing the employees to perform their work in such a way so that their physical, cognitive, and emotional attachment with the work can be realized in the organization. Additionally, Kahn (1990) identifies three psychological aspects such as meaningfulness, safety, and availability that will make difference between engaged and disengaged employees at workplace. *Meaningfulness* signifies those work elements that are essential for positive task performance; *Safety* denotes social elements that include management approach, process and organizational norms that safe employee from any negative consequences; and finally, *Availability* represents employees‘ physical, psychological and emotional condition that make sense of being engaged or disengaged. After two

decades of Kahn‘s imagination Shuck and Wollard (2010) consider the employee engagement concept as a cognitive, emotional and behavioral state of the employees that directed them toward the expected outcomes of the organization. Shuck et al. (2011) demonstrates a theoretical link that existed between Kahn‘s (1990) engagement study and Maslow‘s (1970) motivation theory. Therefore, some sociologists thought that Kahn‘s study was seriously dominated by the motivational theorists (Shuck & Wollard, 2010).

Recently, Anitha (2014) describes employee engagement as a pattern of communication and employees‘ involvement that guides employees to the values of the organization and prepare employees‘ to perform brilliantly going beyond the prescribed duty. According to Schaufeli, Salanova, Gonzalez-Roma and Bakker, (2002), employee engagement is an affirmative, work-related state of mind characterized by *vigor* (high level of energy and mental flexibility), *dedication* (strongly involved in work), and *absorption* (full concentration and happily occupied in work). A couple of studies find out that employee engagement is demonstrated by the influence of attitudes, behavior, performance, and financial gain (Christianet al., 2011; Halbesleben, 2010; Macey, Schneider, Barbera & Young, 2009; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009a).

Employee engagement sometime has been interpreted with similar meaning of some other constructs. For this reason, during the last two decades employee engagement concept hold enormous interest in the business literatures due to kin attention of HRM scholars in their recent studies (Albrecht et al., 2015; Kim et al., 2012; Rurkkhum & Bartlett, 2012; Shuck & Wollard, 2010; Soane, Truss, Alfes, Shantz, Rees & Gatenby, 2012; Wollard & Shuck, 2011; Simpson, 2008) since some studies have been

conducted on employee engagement taking different titles like job engagement, work engagement, and organization engagement (Welch, 2011). Few researchers (May et al., 2004; Robinson et al., 2004) opine that engagement and some other constructs such as organizational commitment, employee involvement, job satisfaction, and organizational citizenship behavior are same. But, Meyer and Gagne (2008) find engagement different from usual work motivation, commitment, job involvement, job satisfaction, and other similar constructs in the literature of organizational behavior. As employee engagement is relatively new and widely popular concept to both academician and practitioners (Rana et al., 2014; Solomon & Sridevi, 2010), therefore, thorough investigation about employee engagement is essential in different contexts for its conceptualization. Thus, the present study grasps the opportunity to examine how employee engagement influences on the employee performance in the context of RMG industry in Bangladesh.

Buckingham and Coffman (1999), researcher of Gallup Organization, states that employee engagement can be obtained through the right people at the right positions working under the right supervisor. Another Gallup researcher Fleming and Asplund (2007) went one step ahead and describe employee engagement as the ability of capturing employees‘ heads, hearts, and souls to inspire inherent desire and enthusiasm for excellence, therefore, add a spiritual element that covers cognitive and emotional aspects in employee engagement. Moreover, Thiagarajan and Renugadevi (2011) argue that employee engagement exists when an employee feels physical, intellectual, and emotional attachment with the work. In this connection, sinking into the various opinions regarding employee engagement, Choo et al. (2013) concludes that employee engagement is still lack of generalized conception and even rush with

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overlapping definitions; nonetheless, researchers have growing interest on employee engagement. Therefore, more studies need to be conducted related to employee engagement in different contexts and environments.

Recently, comprehensive survey in USA reveals that 48 percent employees are engaged with their work and 18 percent of total workforces are actively disengaged, whereas, in China only 32 percent employees are found engaged with their work, however, only 13 percent employees are found engaged all over the world (Gallup Organization, 2013). Furthermore, Gallup also establishes that employees' engagement level differ across the cultures. For instance, during the last decade, employee engagement levels in Australia, China, Japan, New Zealand, and Singapore were 18 percent, 12 percent, 9 percent, 17 percent and 9 percent respectively (Gallup Organization, 2004). Some other previous studies (Saks, 2006; Wagner & Harter, 2006; Harter et al., 2003; Harter, Schmidt & Hayes, 2002) projected that 30 percent employees are engaged worldwide, however, Welbourne (2007) estimates that it fall between 14 and 30 percent. Recently, Aon Hewitt (2013) reveals that 40 percent employees are engaged while 20 percent are actively disengaged with their work. Consequently, an empirical study in the context of developing economy like Bangladesh needs to be conducted to measure the employees' engagement level and its antecedents and outcome in the organizational setting.

3.7 The Relationship between HRM Practices and Employee Performance

The positive relationship between HRM practices and employee performance is randomly visualized in the organizational setting. Recently, Shaukat et al. (2015) conducts a study on some organizations in Pakistan reveals that there is a strong

positive influence of HRM practices on employee performance. HRM practices and employee performance relationship has been established through the lot of studies in different perspectives (Khalid, Rehman & Ilyas, 2014; Tabiu & Nura, 2013; Kehoe & Wright, 2013; Lee et al., 2010; Khan, 2010; Rizov & Croucher, 2009; Tessema & Soeter, 2006; Ahmad & Schroeder, 2003; Becker & Huselid, 1998). Similarly, an empirical study on petroleum sector in Egypt shows that HRM practices and employee performance are positively correlated (Atteya, 2012). Moreover, Atteya (2012) argues that some dimensions of HRM practices such as employment tests, process, interviews, performance appraisal, promotion, orientation, educational, and training courses are found significant when relationship between HRM practices and employees' job performance is measured.

On the other hand, performance of employees in the universities is the outcome of some aspects of HRM practices like selection procedures, attractive rewards, sharing of information, participation in decision making, training, and promotion opportunity (Malik, Saif, Gomez, Khan & Hussain, 2010; Smeenk, Eisinga, Teelken & Doorewaard, 2006). Furthermore, Chen, Wang and Yang (2009), and Shahzad et al. (2008) show that good HRM practices not only enhance university employees' performance but also make them committed in their work. In addition to these, employees' needs to be fulfilled with appropriate incentive plan to receive expected level of performance from the employees (Mohinder, 2010; Lee & Miller 1999; Guest, 1997). Different researchers work with different dimensions of HRM practices in different perspectives for the measurement of the relationship between HRM practices and employee performance. Consequently, further investigation is necessary

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to identify the appropriate dimensions of HRM practices that influence on the performance of employee in the context of RMG industry in Bangladesh.

HRM practices influence more to increase employee performance than any other influencing tools in the organization (MacDuffie, 1995). Organization try to implement better HRM practices to build high performing employees so that competitive advantage and strength over other organizations can be gained (Shaukat et al., 2015; Balochi et al., 2010; Qureshi et al., 2010; Khan, 2010; Wright et al., 2003; Guest, 2002; Jackson & Schuler, 2000; McDuffie, 1995). Meanwhile, Guest (2002) argues that the impact of HRM practices on employee performance depends on how workers response to their organization‘s HRM practices. If employees have negative perceptions to the HRM practices then their performance is expected to be low and vice versa. Employees‘ perception on HRM practices is largely influenced by the situations and environments (Robbins & Timothy, 2013). Furthermore, Ekaterini (2010) reconfirms the findings of Wright et al. (1994) that the nature of the employees and the practices applied to manage them have impact on their performance. Therefore, it is clear that the application of HRM practices brings different results about employee performance when it applies in different environments, situations and contexts. So the study of the relationship between HRM practices and employee performance in the Asian environment like Bangladesh is expectd to enrich the existing literatures in the new context.

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3.7.1 Relationship between Employee Training and Development, and Employee Performance

It is commonly believed that positive relationship between training and development, and employee performance is existed in the organization. The performance of employee largely depends on how the employees have been trained up to do the work duties. The recent study of Hassan (2016) on apparel industry in Pakistan proves that employee training and development has significant influence on the performance of employees. Similarly, Jouda, Ahmad and Dahleez (2016), in Palestinian perspective, reveal that employee training has positive significant relationship with employee performance. Moreover, in African context, Kakui & Gachunga (2016) find significant relationship between training and employee performance. Furthermore, in Asian context, the study of Sattar, Ahmad and Hassan (2015) prove that effective training programs have positive influence on the employees' work performance level. The empirical study of Elnaga and Imran (2013) shows that training has important influential role to the employees' job performance. Besides, training and development programs sharpen employees with necessary job knowledge, skills, and competencies so that they can improve their present work performance in the organization (Atteya, 2012). But some other studies (Mackelprang, Jayaram & Xu, 2012; Millar & Stevens, 2012) explain that training and development improve employees' performance both in specific work areas and in overall working environment.

Training program assists employees to learn about working procedure thus increase their performance level (Munjuri, 2011). In addition, training increases the accuracy of work that positively influence on the performance of the employees (Paradise, 2008) whereas the study of Ghebregiorgis and Karsten (2007) reveals that in what

extent an employee‘s performance will improve from training mostly depends on the structure and policies of training program. Several recent studies confirm that training and development have notable influence than any other methods for the enhancement of employees‘ performance at workplace (Aarabi, Subramaniam & Almintisir, 2013; Lee, Boot, Basak, Voss, Prakash, Neider, Erickson, Simons, Fabiani, Gratton, Low & Kramer, 2012; Barzegar & Farjad, 2011; Tung-Chun, 2001).

Similarly, the study of Sardar et al. (2011), and Keaveney (1995) on service organization demonstrate that training has positive and significant impact in providing services to the customer in terms of volume and accuracy as well. Moreover, in the last decade, Lee and Lee (2007) recognize that training and development improve employees‘ productivity, quality, and work flexibility. In empirical study, the positive impact of training program on employee performance is generally supported (Khan, Khan & Khan, 2011). Organization ensures the required number of skilled and competent workforce through the implementation of effective training program for better functioning of the organization (Haslinda, 2009). Besides, many researchers (Choo and Bowley, 2007; Tzafrir, 2006; Lopez, Peon & Ordas, 2005; Hale, 2003; McGunnigle & Jameson, 2000; Lee & Miller 1999; Guest, 1997) affirm significant relationship between employee training and performance. Therefore, enhancement of employees‘ skills level through appropriate training and development program has positive impact on employees‘ performance.

In the meantime, a study on 1484 employees of an educational institution in Canada reveals that training has modest but positive effect on the employees‘ work performance (Morin, 2004). Moreover, Acton and Golden (2003) establish indirect relationship between training and employee performance and claims that training

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program make employees‘ confident to the work which reduces job related stress and consequently improve the performance of employees. Furthermore, in Malaysia, a survey on 81 technicians of a telecommunication organization reveals insignificant relationship between various aspects of training program and employee performance (Fatimah, 1998). Thus, the relationship between training and development, and employee performance is under debate to come to a conclusion. Therefore, the study aimed to measure how training and development influence on the performance of the employees in the context of Bangladesh.

The recent study of Berg et al. (2011) on the RMG industry in Bangladesh claims that a deficiency of 25 percent skilled workers remains in this industry due to the lack of training and low education level. The employees are provided with only the basic on-the-job training after getting appointment in the factory. The study also added that the number of training institutions is very limited to train huge number of employees of RMG industry. Therefore, Bhattacharya and Rahman (2001) suggest formulating comprehensive policy regarding employees‘ training to enhance their skills so that employees can adapt with new technology so as to boost up their productivity. On the other hand, Islam (2014), and Nath (2001) emphasize to build permanent training facilities for employees to increase their productivity with the use of modern technology. In terms of productivity, Chowdhury et al. (2012) find that the productivity of employees of the RMG industry in Bangladesh is 25 percent less than that of Chinese employees due to lack of training program. The productivity of the employees of RMG industry in Bangladesh is lower than the employees of other neighboring as well as competitive countries. For example, the average productivity

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of employees in Pakistan and Bangladesh is about 3,100 and 2,500 pieces of shirts in a year respectively (Zohir, 2000).

A survey conducted by Rahman et al. (2008) reveal that the number of skilled, semi-skilled and un-skilled workers of the RMG industry in Bangladesh is 44 percent, 30 percent and 20 percent respectively. The remaining 6 percent workforces are involved with top management activities. Moreover, the number of skilled employees in large factories is found in between 46 percent and 53 percent, whereas it is 18 percent to 26 percent in the small and medium scale factories. Chowdhury, Ali and Rahman (2005) in their study express discontent that unskilled people offers low productivity and thus will increase production costs that would be the new challenge of RMG industry in Bangladesh.

As the RMG industry is labor intensive (Huda et al., 2007), thus, the skills of employees are inevitable for its development (Abdullah, 2005). Additionally, competitiveness of the RMG industry exclusively depends on the productivity of employees (Abdullah, 2009). Thus, the impact of training and development on the employee performance need to be measured in the context of RMG industry in Bangladesh. Therefore, this study will enrich the existing literature from the context of Bangladesh and encourage practitioners and policy makers in formulating comprehensive training program for the RMG industry in Bangladesh.

3.7.2 Relationship between Employee Compensation and Employee Performance

The desired compensation encourages employees to perform more in the organization for the attainment of its targets. The recent study of Hassan (2016) finds that

satisfactory compensation package has significant influence on employee performance in the context of Pakistan‘s apparel industry. In Palestine, Jouda et al. (2016) find significant relationship between employee compensation and performance. The attractive compensation packages for the employees‘ is considered as an important tool for enhancing employee performance in the organizational setting (Islam, 2014; Mehmood, Ramzan & Akbor, 2014). Likewise, Hameed, Ramzan, Zubair, Ali and Arslan (2014) claim that compensation and benefits produce an impact on employee performance because it attract employees to the organization and have positive influence on the employees‘ work behavior since more earning opportunity of the employees for better survival in the society come from their high level performance.

Several researchers in different contexts find positive significant relationship between compensation and employee performance (Shin-Rong & Chin-Wei, 2012; Danish & Usman, 2010; Khan, 2010; Qureshi et al., 2010; Giorgio & Arman, 2008; Tessema & Soeter, 2006; Katou & Budhwar, 2006; Chang & Chen, 2002). Similarly, Ine´s and Pedro (2011) conduct an empirical study on the sales people reveal that the performance of sales people increased dramatically when appreciating compensation system is implemented. From the organization‘s strategic point of view, a well designed compensation bundle for employees increase employee performance in the hyper competitive business world which in turn will improve organization‘s performance (Denis & Michel, 2011; Steven & Loring, 1996).

Fairlie (2011) and Saks (2006) consider compensation from the ethical viewpoint and argue that sufficient compensation is the right of employees for their efforts and it should be designed in such a way so that employees feel encouragement to exert their

best efforts. Numerous numbers of studies (Mohinder, 2010; Guest, 1997; Lee & Miller, 1999) argue that employee needs to be fulfilled with effective compensation package so that organization can ensure expected level of employee performance. Similarly, Altarawmneh and Kilani (2010), and Mayson and Barret (2006) prove that financial rewards tie up employees‘ positively to increase their job performance. In a nutshell, compensation has a significant correlation with employees‘ job performance (Jones & Schaubroeck, 2004; Teseema & Soeters, 2006)

The findings of empirical study conducted by Osibanjo, Adeniji, Falola and Heirsmac (2014) in some selected private owned universities in Nigeria reveal that compensation has positive influence on employees‘ job performance. The finding also adds that compensation in any form whether monetary or non-monetary encourages employees to work hard to achieve organization‘s expected targets. Satisfactory compensation package that fulfills the requirements of the employees to live in the society drives them to improve performance behavior in the organization (Chiu, Luk & Tang, 2015). A couple of decades ago Guest (1997) suggests in his HRM-Performance model that compensation create positive employee efforts which in turn increase employee performance, and organization‘s profit. Many years ago from now Vroom (1964) establishes that employees‘ stimulation towards work is linked with compensation, as such; employees encourage positively in performing their job through desired compensation package and negatively with negative dealings.

Lee and Lee (2007) certify that compensation not only help to improve employee performance but also intensify the quality of work. Recently, Jacobs et al. (2015) opine that quality of work is also a part of employee performance. The earlier study also reconfirms that suitable compensation plan stimulate employees‘ behavior to do

more work in terms of quality and quantity (Appelbaum & Mackenzie, 1996). Employees who receive low payment and otherwise rewarded inappropriately do not perform well and are found reluctant to their work (Handel & Gittleman, 2004). A properly prepared and implemented reward packages is considered as a vehicle for employees‘ high performance. For this reason, a lot of organizations approve flexible compensation approach on the believe that it ensure employee‘s to choose the best fit compensation package for him to maximize their personal satisfaction and performance (Carraher, Schliemann, Brizuela & Earnest, 2006; Heshizer 1994).

On the other hand, in USA, the study on 158 top executives of different organizations find that employee compensation and performance are negatively correlated (Hansell, Luther, Planschke & Schatt, 2009). On the other hand, the study on the employees of Malaysian Stock Exchange reveals no relationship exists between compensation and employee performance (Dogan & Smyth, 2002). But, the study of Gregg, Jewell and Tonks (2005) confirms that a slight relationship exist between pay and performance. Likewise, Vittanemi (1997) find fragile correlation between compensation and performance in the private sector organization than public sector. Moreover, two decades ago the study on top executives in Norway reveals that compensation and performance relationship is not significant (Firth, Lohne, Ropstad & Sjo, 1996). Couple of decades ago, in USA, conflict-ridden evidence shows that the weak or strong relationship between pay and performance is influenced over the time horizon. For example, since 1930s compensation-performance relationship was weak (Jensen & Murphy, 1990) but since 1981 this relationship becoming stronger (Hall and Liebman, 1998). Furthermore, in UK, Gregg, Machin and Symanski (1993) find modest relationship between compensation and performance in between 1983 and

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1991, while Benito and Conyon (1999) reveal strong relationship in between 1985 and 1995. Therefore, the inconsistencies of compensation-performance relationship demand more investigation to generalize the conception in the Asian context like Bangladesh.

The compensation of the employees of the RMG industry in Bangladesh is lowest than any other country all over the world and even in South Asian regional context it is very poor. According to Ahamed (2011) the hourly average wages received by the employees of RMG industry in Bangladesh are 42 percent, 50 percent, 33 percent of the wages received by the employees of India, Nepal and Sri Lanka respectively. Several studies (Chowdhury & Ullah, 2012; Islam & Zahid, 2012; Uddin, 2008; Ahmed, 2007) on the RMG industry of Bangladesh confirm that the monetary rewards of the employees are very poor to meet their basic needs. Moreover, they are deprived of from the benefits prescribed in the Labor Code 2006 (Ahmed & Raihan, 2014). The per month wages of the employees in Bangladesh, Cambodia, India, Indonesia, Philippines, Vietnam, China, and Thailand are 91.54, 126.26, 169.67, 186.64, 233.39, 254.78, 324.90, and 337.12 respectively (Center for American Progress, 2013).

Majumder (2012) summarizes from his recent study on the RMG industry in Bangladesh that compensation and performance is interrelated. The higher the compensation the higher the employee performance would be, he added. In the previous study, Nath (2001) suggests that RMG industry in Bangladesh should come out from the practice of providing low wages and low productivity state of affairs so that it can be more competitive in the world market. The underlining perception regarding low wages is to reduce the production costs whereas it has severe negative

impact on the performance of employees (Appelbaum & Batt, 1994). Therefore, the study is important to find out how compensation affect on the performance of employees of RMG industry in Bangladesh.

3.7.3 Relationship between Employee Job Security and Employee Performance

Job security is a vital issue in today‘s HRM practices for smooth operations of business firm through the enhancement of employee performance. Recently, the study in the context of Chinese employees shows that employees‘ job security has significant influence on the performance of employees (Ma et al., 2016), while Philippaers, Cuyper, Forrier, Elst and Witte (2016) find indirect positive relationship between employees‘ job continuation freedom and performance. Another recent study argues that job security creates encouragement in employees‘ mind to perform more job duties (Shaukat et al., 2015). Moreover, the empirical study of Awan and Salam (2014) show that job insecurity influence negatively to the performance of employees. In addition, in the context of Malaysia, the study of Lucky, Minai and Rahman (2013) show that job security is an important predictor of employee performance since assurance of job continuation has significant influence on employee productivity. Furthermore, Aarabi et al. (2013) in the service industry in Malaysia find that employee job security has significant influence on employee performance. In another study, during this decade, conducted by Islam and Shazali (2011) comes across that when organization guaranteed employees job then it is obvious that better outputs from employees be confirmed.

Moreover, some other studies in different context reveal positive relationship between employee job security and their level of job performance (Cheng & Chan, 2008;

Reisel, Probst, Chia, Maloles & König, 2010). In the last decade Lee and Lee (2007) identify that security of job is inevitable to improve employee performance both in terms of productivity and product quality. Maslow's (1954) world-wide renowned _hierarchy of need theory' delivers the message to the practitioners and academicians that employees expect security of their job in the organization. Moreover, Maslow added that employees feeling regarding job security make them more productive. Furthermore, Herzberg's (1968) _two-factor theory' indirectly emphasizes employees' job security for receiving better performance from them.

During the last few decades numerous numbers of researchers prove that job security and employee performance is interrelated. For example, Bhuian and Islam (1996), conducted a study on top level executives, find that employees exert more efforts to attain company's targets when they are pleased with the issue of job security. Moreover, the employees who enjoy job security provide better performance in their work than other employees whose job is not secured (Rosenblatt & Ruvio, 1996; Rosow & Zager, 1985; Mooney, 1984; Bolt, 1983). Darwish (1998) find positive relationship between job security and employee performance. On the other hand, Baker and Abou-Ismail (1993) find that job security increases employee commitment which in turn positively related to employee performance. Thus, the study establishes indirect positive relationship between job security and employee performance.

Several researchers, directly or indirectly, establish positive relationship between job security and employee performance, however, the study of Vlachos (2009) identifies that no significant correlation between job security and the performance construct is exist and, in addition, the internal validity of job security is found low. In addition, the recent study finds that job insecurity has significant influence on employee

performance. The study argues that the employees perform more so that they can keep them safe from losing job (Moshoeu & Geldenhuys, 2015). Similarly, Probst, Stewart, Melissa, Gruys and Tierney (2007) find negative relationship between job security and employee productivity meaning that job insecurity has positive influence on employee peformance. Moreover, Pfeffer (1998), and Ahmad and Schroeder (2003) do not find direct relationship between job security and employees‘ performance behavior. Surprisingly, processing efficiency theory of Eysenck and Calvo‘s (1992) recommends that anxiety of job insecurity has two probable outcomes; firstly, it reduces employee performance, and secondly, it enhances cognitive stimulation towards motivation that result better employee performance. Furthermore, Ashford, Lee and Bobko (1989) observe that job security has no influence on employees‘ job performance. Therefore, the existence of positive relationship between job security and employee performance is not established yet and thus demand further empirical study to conceptualize this relationship.

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Job security is one of the vital issues of the RMG industry in Bangladesh like other organization. Islam and Zahid (2012) claim from their study on RMG industry in Bangladesh that about 61 percent employees are not permanently appointed and thus they pass their days with worried of losing job. A couple of studies in different decades (Bhuiyan, 2012; Chowdhury & Ullah, 2012; Ahmed, 2007) show that employee job security of the RMG industry is vulnerable to concentrate over the work physically and mentally. Moreover, in most of the cases garment employees are appointed informally without providing appointment letter as a proof job contract (Bansari, 2010). As a result, they are always in tensed of sudden job loss which diminishes their performance at workplace.

From the legal point of view, getting appointment letter is the right of employees that contain employment conditions and it is important to protect the job (Swan, 2010). Unfortunately, job security of RMG employees is lower than any other job sectors in Bangladesh (Priyo, 2010; Majumder & Begum, 2000). But, Kang and Liv (2009) point out a lot of factors such as accommodation, health care, job security, transportation and so on that are essential in the RMG industry of Bangladesh, nonetheless, their study emphasizes on employees‘ job security. Therefore, job security regarded as the significant issue of the RMG industry in Bangladesh that hinders employee performance. For this reason, the study is conducted to measure how job security influence on the performance of employees of the RMG industry in Bangladesh.

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3.7.4 Relationship between Employee Promotion Opportunity and Employee Performance

Employee promotion opportunity has positive impact on the performance of employee in the organization. Recently, in the context of apparel industry Pakistan, Hassan (2016) reveals that employees‘ career advancement opportunity has significant influence on the performance of employee in the organization. Moreover, Tabiu, Pangil & Othman (2016) in Nigerian environment show that promotion opportunity has significant relationship with employee performance. Furthermore, Kakui and Gachunga (2016) in the Kenyan perspective show that career growth is influenced by career mentoring which ultimately increase the employees‘ performance level. In addition, an empirical study in the context of banking sector in Kenya find that promotion opportunity in the organization has significant influence on employees‘

productivity and performance (Gathungu, Iravo & Namusonge, 2015). Besides, Aarabi et al. (2013) in the Malaysian context find that the employee promotion opportunity has significant influence on the employees‘ performance level.

Additionally, Khalid et al. (2014) and Cho and Yoon (2009) opine that people usually seek for better employment and offer their best efforts in the organizations where they perceive having smooth career goal and opportunities for promotion. Some other recent empirical studies on the people of specialized occupation reveal that opportunities for employees‘ career advancement have significant impact for increasing the employees‘ performance (Yousaf et al., 2014; Lim & Ling, 2012; Ahmed & Uddin, 2012). Another recent study in Egypt states that the promotion opportunity in the organization significantly influences on the employees‘ higher job performance (Atteya, 2012). Moreover, the employees who anticipate that they have opportunity to get promotion on time feel enthusiasm to perform more and also ensure the job perfectness (Weng, McElroy, Morrow & Liu, 2010; Ghebregiorgis & Karsten, 2007).

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However, in Pakistan, the study on the faculty members shows that promotion opportunity has no significant relationship on their level of performance (Ahmad & Shahzad, 2011). Though the explanations on the favor of that finding are not given in the study but they strongly recommend for further investigation thoroughly to explain and generalize this relationship. Furthermore, at the end of the last decade, a couple of studies (Birdi et al., 2008; Marchington & Wilkinson 2008, Taylor 2008) find indirect relationship between promotion prospects and performance of the employees. These studies prove that promotion prospect is related to employees‘ job satisfaction which in turn improves employees‘ performance. Thus, the relationship between promotion

and performance is under debate. Therefore, carrying out an empirical study in the new context like Bangladesh is expected to measure the influence of promotion opportunity on the employee performance.

According to Maslow (1959), when employees are able to meet their esteem need from the organization they will perform more. Maslow also added that esteem need is related to position advancement, status and recognition. Therefore, scope of promotion influences positively on employees‘ performance than who have limited opportunities for position advancement in the organization. Furthermore, Hertzberg‘s (1968) two-factor theory stated that employees‘ motivation to work performance depends on the personal growth and advancement of the employees. Social status is expressed by the position of employee; therefore, promotion opportunities encourage employees to perform more to reach at the higher position in the organization (Khan, 2010).

Employees‘ promotion opportunity of the RMG industry in Bangladesh is very limited and employees are found to work in a same position for a long period of time (Khan, 2010). The study also added that employees‘ performance, especially in labor-intensive industry, depends on the employees‘ promotion opportunities; thus, promotion opportunities in the RMG industry have an influence on the employees‘ outputs as many researchers like Guest (2007) find that promotion and employee performance have positive significant relationship. However, the finding of Huselid (1995) reveals the indirect relationship that the promotion opportunities have positive outcomes towards organization‘s success which, in fact, come through the employees‘ performance. Therefore, the study is conducted to find out the relationship between

promotion opportunities and employee performance of the RMG industry in Bangladesh.

3.7.5 Relationship between Employee Relations with Supervisor and Employee Performance

The performance of employees largely depends on the relations with the supervisor in the workplace. Recently, in the perspective of Indonesia, Sutanto and Kurniawan (2016) reveal that employee relations with the supervisor have significant relationship with the performance of employees. Moreover, the study of Islam (2014) suggests that labor performance is influenced by the relations of employee and employer in the organizational setting. Furthermore, in the context of Turkey, it is proved that relationship between employment relations and employee performance is statistically significant (Kuzu & Derya, 2014). In addition, the pleasant relations between employee and employer at the workplace have positive influence on employees' productivity (Situngkir, 2013). Similarly, satisfactory level of employee relations have positive significant relationship with employees' task performance since good relations enhance employees' trust and confidence on employers (Alfes, Shantz & Truss, 2012). Employees always expect to maintain good relations with the supervisor while supervisors should remember that deficiency of appropriate employee relations make employees reluctant to the work thus results low employee performance (Chowdhury et al., 2012).

Supportive employee relations have significant positive influence on the performance level of the employees (Kuvaas & Dysvik, 2010; Ernawati & Ambarini, 2010). The supportive supervisory relations assist subordinates to be more responsible that

ensures employees‘ excellent performance (Ramayah et al., 2011). During the last decade, Muhammad and Hamdy (2005) establish that employment relationship has positive impact on employees‘ performance. Additionally, few earlier studies find that employees‘ productivity will be high if an organization maintains strong employee-employer relationship at the workplace (Gomez-Mejia et al., 2001). The study also reveals that employees‘ effective performance will be achieved when they have good access to organizational information and management maintains effective relations with them in the workplace. Ivancevich (2001) emphasizes on the employment relationship and states that employee-employer relationship should be incorporated into the organizational culture which, in fact, has positive impact on the employees‘ performance. In several time, few researchers (O‘Neill & Arendt, 2008; Brown & Leigh, 1996; Kahn, 1990) reveal that good relations with management create a positive psychological working environment in the organization which in turn have contribution to achieve the high employees‘ performance.

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Zinta and Wayne (2008), however, find a modest relationship between supportive employee relations and performance of the employees, and suggest that cynicism (doubt) moderate this relationship. Moreover, the longitudinal study of Metcalf (1990b) on manufacturing industry between 1970s and 1980s reveal that the period of first 5 years showed high performance of employees and last 5 years showed lower performance level although strong supportive employee relations prevail during the entire period of time, however, the reason behind this finding is not examined. Thus, the relationships between employee relations with supervisor and performance have been a matter of debate in the UK (Metcalf, 2013; Metcalf, 2003). Furthermore, the study of Chaudhry, Sohail and Riaz (2013) reveal that no direct relationship between

employee relations and performance exists in the hospitality industry of Pakistan. Therefore, further empirical study is essential to generalize the concept how employee relations and performance are related in the Asian context like RMG industry in Bangladesh.

Moreover, Rahman et al. (2008) suggest that management should maintain good relations with the employees for getting their excellent performance as they are the most valuable resource for the organization. Organizational concern for employees is not only increases their work performance but also develop the mental attachment and commitment of work to the organization (Hossan et al., 2012). Proper support from the supervisor at the workplace work as a weapon that augment employees' satisfaction level and mental devotion to realize the organization's goals through the high level of employees' performance (Paul-Majumdar, 2003; Absar, 2001).

In the context of RMG industry in Bangladesh, the relationship between employees and supervisor is not congenial as it expected to be, however, the misbehavior of employer with their fellow employees is a common phenomenon (Ahmed et al., 2013; Islam & Ahmed, 2014). Moreover, relations with supervisor or support from supervisor are inevitable at the labor intensive organizations like RMG industry to increase the performance of its employees (Hossain, 2010). Therefore, the study is expected to enrich the existing literatures exploring how employment relations influences on the performance of employees at workplace in the Asian context like RMG industry in Bangladesh.

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3.8 The Relationship between HRM Practices and Employee Engagement

The appropriate HRM practices have influence on the level of employee engagement with the work in the organization. Recently, the relationship between HRM practices and employee engagement reveal positive with empirical evidence (Owor, 2016). Moreover, the integrated HRM practices and policies in the organizational setting have severe impact on the employees‘ high level engagement at the workplace (Albrecht et al., 2015). Similarly, the study of Guest (2014) reveals that organization‘s HRM practices have positive influence on the employees‘ engagement level. Another recent study of Shuck and Rocco (2014) establish that HRM practices have positive influence on employee engagement. In their study, specific emphasis has been given on training and development, employees‘ career advancement opportunities, and involvement with organization‘s development strategies that make employees‘ engaged with their work. Furthermore, Jie (2014) opines that appropriate HRM practices have positive influence of making employees‘ engaged with the job. In addition, the study of Alfes, Shantz, Truss and Soane (2013) reveal that employees‘ positive perception regarding HRM practices have positive influence on employees of being engaged with the organization.

According to Christian et al. (2011), organization‘s HRM practices have vital role for making employees‘ engaged with the work. Moreover, Center for Human Resource Strategy (2009) argues that HRM practices are termed as the crucial force to enhance the employees‘ engagement level. Furthermore, Shuck et al. (2011) present a case study that supports the positive relationship between HRM practices and employee engagement. During the last decade some researchers (Arakawa & Greenberg, 2007; Wagner & Harter, 2006; Harter et al., 2002; Luthans & Peterson, 2002; Buckingham

& Coffman, 1999) confirm that practitioners played important modifications on the HRM practices in their organizations to ensure employees‘ high engagement level. Moreover, Harter et al. (2002), and Brown and Leigh (1996) confirm that poor HRM practices like unpleasant interactions between employee and employer, and unfriendly working behavior increase employees‘ disengagement level.

3.8.1 Relationship between Employee Training and Development, and Employee Engagement

Employees‘ level of engagement with the work can be developed by offering well-designed training and development program to the employees in the organization. Recently, in Indian context, Jain and Khurana (2017) reveal that the relationship between training and development, and employee engagement is statistically significant. Recently, HRM practitioners are more concern in conducting training and development session for their employees so that employees‘ level of work engagement can be increased (Albrecht et al., 2015). Another recent study in the context of Pakistan proves that employee training program has positive influence on employees‘ engagement level (Sattar et al., 2015). Another empirical study in Pakistan shows that training and development have significant relationship with employee engagement (Nawaz, Hassan, Hassan, Shaukat & Asadullah, 2014). Besides, in Asian context, the empirical study of Azeem, Rubina and Paracha (2013) prove that effective training and development program have significant relationship with the level of employee engagement. In addition, the meta-analysis of Ahmed et al. (2016) which accompanied with some past studies reveals that training and

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development program for employees‘ have powerful influence on employee engagement level.

Surprisingly, the earlier study of Xanthopoulou, Bakker, Demerouti and Schaufeli (2009a, and 2009b) finds indirect relationship between HRM practices and employee engagement that through training and development employees gain self-efficacy which gradually engage them with their work. Similarly, the studies of Albrecht (2013) and Halbesleben (2010) confirm that employees‘ self-efficacy make the job meaningful in their mind which consequently make the employees‘ engaged with their work. Furthermore, Halbesleben (2010) shows indirect relationship between training and employee engagement. Nevertheless, many studies commonly argue that training and development have positive impact on the level of employee engagement (Sardar et al., 2011; Paradise, 2008; Keaveney, 1995). Therefore, a contradiction prevail how HRM practices influence on employee engagement, thus necessitate further detail investigation to reach in a conclusion.

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During the end of last decade many studies in the context of developed economy have been conducted to measure the relationship between training and development, and employee engagement. When organization conducts various kinds of training and development program, whether formal or informal, it enhances employees‘ engagement level and work performance (Shuck, Reio & Rocco, 2011). Moreover, the study of Schaufeli and Salanova (2010) recommend that different training and development programs can be used to promote employee engagement in the organization. In this occasion, the study of Luthans, Avey, Avolio and Peterson (2010) agreed with the finding of Schaufeli and Salanova (2010) adding suggestion

that training and development program can be used as a weapon at the workplace to raise employees‘ work engagement level.

Some previous studies also find the relationship between training and development, and employee engagement. Andrew (2008) reveals that training and development is one of the crucial elements in HRM practices which have significant positive impact on employee engagement. The organizations that spend money for employees‘ training and development are likely to maintain pleasant working environment where employee engagement is ensured (Kahn, 1990). Similarly, some other studies (Vance, 2006; Harter et al., 2003) expose that effective training and development programs bring positive result for enhancing the level of employee engagement. Almost all the studies on training and development, and employee engagement relationship have been conducted in the context of developed economy, therefore, the study of the same relationship need to be conducted in the developing context like Bangladesh to enrich the existing literatures.

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3.8.2 Relationship between Employee Compensation and Employee Engagement

A well-designed compensation package for the employees make them engaged with the work in performing job duties. Recently, in the perspective of Uganda, the study of Owor (2016) finds that the relationship between compensation and employee engagement is statistically significant. Moreover, in the environment of Indonesia, the study of Mesepy (2016) proves that significant relationship exists between employee compensation and engagement. Similarly, the significant correlation between compensation package and employee engagement is revealed in the study of Hoole & Hotz (2016). Besides, in Asian context, Sattar et al. (2015) finds that desired reward

package have positive influence of making employees‘ engaged with the organization. In addition, Koskey and Sakataka (2015) find positive relationship between handsome compensation and employees‘ high engagement level. Furthermore, in the perspective of Pakistan, Iqbal, Karim and Haider (2015) find significant relationship between well-designed compensation package and employees‘ level of engagement.

Moreover, Crawford, Brown, Kvangarsnes and Gilbert (2014) find that compensation is one of the key antecedents which inspire employees‘ to be engaged in their work. Similarly, another study of Choo et al. (2013) on the front-desk employees in Malaysia shows that compensation is one of the good predictors that increase employees‘ engagement level at their workplace. Moreover, Wollard and Shuck (2011), and Solomon and Sridevi (2010) report that rewards are positively correlated with the level of employees‘ work engagement. If employees are given their desired compensation package they will be highly engaged with the work, they added. Furthermore, Joshi and Sodhi (2011), in the context of India, reveal that employee engagement is the outcome of compensation or other monetary benefits employee received from the organization.

During the last decade, numerous studies have been conducted on the relationship between compensation and employee engagement. The desired compensation package positively changes the psychology of the employees‘ which make them engaged in the workplace (Vandenberghe & Tremblay, 2008; Milkovich & Newman, 2005). Moreover, Saks and Rotman (2006) show that compensation is one of the antecedents which is considered to improve employees‘ work engagement level in the workplace. Similarly, compensation (rewards and benefits) has dominating impact on employee engagement (Vance, 2006; Fisher, Schoenfeldt & Shaw, 1999). Besides, Maslach and

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Leiter (2008) suggest that compensation is such an arena of work life by which employees are influenced more, therefore, when organizations expect to enhance employee engagement level then the organizations should work on the compensation packages they offered to the employees. The earlier study of Vance (2006) reveals that employees feeling of engagement can be developed through the implementation of a well-designed compensation bundle that covers both financial and non-financial elements. More importantly, Kahn (1990), introducer of the employee engagement concept, examine that employees‘ engagement level is the function of perceived rewards they received from the organization.

Again, indirect relationship reveals between compensation and engagement that the monetary rewards have influence to build employees‘ positive behavior at work which, in turn, engaged employees with the work in the organization (Omolayo & Owolabi, 2007; Gratton, 2004). Moreover, Maslach et al. (2001) argue that both reward and recognition together have influence on employee engagement, whereas the researchers express their discontent that inappropriate compensation might lead to employee burnout. In this connection, Islam and Ahmed (2014) reveal that labor unrest of the RMG industry in Bangladesh derived from inappropriate compensation package. Nevertheless, Sacks (2006) opines that whether compensation or recognition has impact on employee engagement is not well established although majority of the researchers find that compensation and employee engagement have significant relationship. Therefore, the proposed empirical study on the relationship between compensation and employee engagement expected to add knowledge with the existing literatures in the context of Bangladesh to conceptualize the said relationship.

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3.8.3 Relationship between Employee Job Security and Employee Engagement

The employees‘ level of engagement with the work develops when they enjoy assurance of job continuation. Job security is one of the good predictors which have significant influence on the employees‘ level of engagement with the organization (Owor, 2016). In another study, Owor (2015) shows that employee job security has significant influence on the employees‘ engagement level in the perspective of Uganda. Again, the recent study of Majumder (2012) on the employees of RMG industry in Bangladesh shows that job security increases the psychological attachment of employees with the organization. The study also adds that the job of RMG industry is vulnerable than any other sector in Bangladesh. Besides, the level of employee engagement is dominated by the security of the employees‘ job in the organization (Cropanzano & Mitchell, 2005). Job security is one of the vital issues in HRM practices; nevertheless, it varies on the age and position an employee hold in the organization (Yu & Egri, 2005). For example, Yu and Egri (2005) find that aged employees are comparatively very much sensitive about the job security than younger employees. In addition, the employees who work in supervisory position or above are more concern about the extent of their job security level than the employees who are working in the bottom level of the organization.

Job security is the sign of employment stability an organization provided for its employees (Herzberg, 1968). A number of early researchers also find that psychological involvement of employees with the work determined by the employees‘ perception towards job security (Smithson & Lewis, 2000; Rousseau, 1995; Rousseau & Parks, 1993). On the other hand, a couple of earlier studies reveal positive relationship between job security and the antecedents (satisfaction and organizational

commitment) of employee engagement (Ashford et al., 1989; Cohen, 1988; Forbes, 1985; Oldham, Julik, Ambrose, Stepine & Brand, 1986; Steers, 1977).

Majority of the earlier studies show that job security influence on the psychological attachment of the employees (Majumder, 2012; Smithson & Lewis, 2000; Rousseau, 1994; Rousseau & Parks, 1993). Again, Kahn (1990) denotes that employees' psychological attachment with the work is such an element which fosters employee engagement level. The study of Moshoeu & Geldenhuys (2015) proves that the relationship of job insecurity and engagement is not significant but they do not prove the relationship between job security and engagement. Similarly, another study reveals insignificant relationship between job insecurity and employees' level of engagement (Spiegelaere, Gyes, Witte, Wendy & Hootegem, 2014). Moreover, De Cuyper, Bernhard-Oettel, Berntson, De Witte and Alarco (2008) find that negative relationship between job insecurity and employee engagement is statistically significant. Thus, the direct relationship between job security and employee engagement are yet to establish. Therefore, the study measures the relationship between job security and engagement in the context of RMG industry in Bangladesh since in the perspective of developing country job security is regarded as vital issue to be investigated (Majumder, 2012).

3.8.4 Relationship between Employee Promotion Opportunity and Employee Engagement

Employee engagement level with the work flourishes when employees find their career growth smooth and promising. Recently, in the context of China, the empirical study of Liu, He and Yu (2017) prove that when employees' perceives that smooth

promotion opportunity prevails in the present organizational setting they feel more engagement with the job. Moreover, Mohsin (2015) finds that employees‘ career advancement opportunity has positive relationship with level of engagement of the employees. Additionally, in the perspective of developed economy it is proved that employees‘ positional advancement has significant relationship with their level of engagement at the workplace (Zhou, Yu & Cao, 2015). In the perspective of Kenya, Mokaya and Kipyegon (2014) find significant relationship between employees‘ career growth opportunity and engagement. Anitha (2014) confirms in Asian perspective that employee promotion opportunity and fairness in promotion policy are essential to make employees engaged with their work. Furthermore, Choo et al. (2013) realizes in their study that employee engagement culture will prevails in the organization when promotion opportunities of the employees are ensured.

Several studies in China reveal that employees‘ career development opportunity has significant relationship with the level of employee engagement (Lu & Chen, 2013; Weng & Xi, 2013; Weng & Xi, 2011). When employees‘ find progress opportunity in their job then their engagement level with the work increases (Sardar et al., 2011). Every employee seeks promotion when s/he achieves the necessary qualifications for the next position. For this reason, management of typical organization considers the employees‘ position advancement issue seriously so that they become engaged with their work (Shuck & Rocco, 2014). Moreover, Joshi and Sodhi (2011) find that employees‘ engagement level gradually amplifies with excellent scope of career growth and advancement in the organization.

According to Coetzee and Villiers (2010), work engagement of the employees is improved when they perceived that the opportunity of attainment of their career goal

can be realized by serving the organization. Schaufeli and Salanova (2010) point out from their study that career advancement programs intended employees toward personal growth which, in turn, enhance employee engagement level in their job. Fleck and Inceoglu (2010) in their "*person-job fit and person-organization fit engagement model*" propose that employee engagement is highly dominated by career prospect; and this finding also supported by Albrecht (2010), and Gagne and Bhave (2011). Employees' mental attachment with the job decreases geometrically when they deprive of from promotion opportunity.

Few earlier studies (Birdi et al., 2008; Marchington & Wilkinson, 2008; Taylor, 2008) reveal that adequate promotion facilities in the organization make employees' satisfied to the organization and enhance psychological attachment with their work. According to Bakker and Demerouti (2007), employees' career (promotional) opportunities is considered as job resource provided by the organization and it is considered as an antecedent for work engagement. Employees' positive perception about job security increases job satisfaction which in turn increase employees' psychological attachment with the organization (Miller & Rosse, 2002) and psychological contact is related to the level of employee engagement (Kahn, 1990). Thus, an indirect relationship is observed from the couple of earlier studies. Therefore, the study is conducted to measure the influence of promotion opportunity on the employee engagement in the context of RMG industry in Bangladesh to solve the debate on this relationship adding supplement to the existing literatures as well to generalize the said relationship.

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3.8.5 Relationship between Employee Relations with Supervisor and Employee Engagement

Employees‘ good relations with the supervisor make them engaged with the work in the organization. Recently, the study of Ariani (2016) reveals that the relationship between employee relations with the supervisor and employee engagement is statistically significant. According to Albrecht et al. (2015), in every facet of organizational operations, employee relations with supervisor are inevitable to integrate employees with the work through engaged behavior. In the perspective of India, Joshi and Sodhi (2011) identify that employee engagement emerges from a couple of elements of employer-employee relationship. Moreover, Schaufeli, Bakker and Rhenen (2009) reveal from the empirical study that relations with supervisor and coworker in the organization have positive impact on the level of employee engagement. Furthermore, in the discussion of exchange theory it is argued that supportive relations of management with the fellow employees have influence on the level of employee engagement (Richman et al., 2008; Sacks, 2006).

During the last decade, the empirical study of Schaufeli and Bakker (2004) show that the level of employee engagement is heavily influenced by the work related supportive relations of the supervisors. Similarly, Bakker, Emmerik and Euwema (2006) affirm that supervisor‘s supportive relations with subordinates are one of the major components of employees‘ work engagement. In addition, May et al. (2004) finds that supportive supervisor-employee relationship is certainly linked with employees‘ psychological safety and engagement in the organization. It is noted that the supportive and trustworthy interpersonal relationships with peers and supervisors

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ensure employees‘ psychological safety which in turn enhances employee engagement level (Kahn, 1990).

The approaches of manager (boss) with their employees play an important role for the development of engagement culture in the organization have been supported by several studies (Macey & Schneider, 2008; Arakawa & Greenberg, 2007; Saks, 2006; Harter et al., 2003; Harter et al., 2002). Furthermore, various literatures on engagement confirm that management relations have impact on employee engagement to a great extent (Sacks, 2006; May et al., 2004; Maslach, Schaufelli & Leiter, 2001). Additionally, Maslach et al. (2001) point out that although employee engagement is highly influenced by the superior‘s working relations with the employees, but it is the product of several other factors like: workload, recognition, perceived supervisor‘s fairness, and rewards. Consequently, the relationship between employee relations with supervisor, and engagement yet to establish, thus seeks further empirical study to generalize the said relationship.

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The ‗*person-job fit and person-organization fit model*‘ of Fleck and Inceoglu (2010) regarding employee engagement confirm that employee engagement is the combination of two forces; firstly, person-job fit covers challenging work and responsibilities, and competition for the desired position; secondly, person-organization fit covers career goals and supportive relations with supervisor. On the other hand, Albrecht (2010), and Gagne and Bhave (2011) find that employee enjoy autonomy at workplace when good relations prevail with supervisor, and workplace autonomy is essential for the enhancement of employee engagement level. These studies (Gagne & Bhave, 2011; Fleck & Inceoglu, 2010; Albrecht, 2010) did not establish direct relationship between supervisory relations and employee engagement

in the organization. Therefore, direct relationship between supervisory relations and employee engagement is yet to establish which demand further empirical study to enrich the existing literatures in the context of Bangladesh.

3.9 The Relationship between Employee Engagement and Employee Performance

The performance of employees is influenced by the engagement level of employees with their work in the organizational setting. In the Egyptian context, the influence of employee engagement on the employees‘ performance reveals significant (Dajani, 2015). According to Rana et al. (2014), employee engagement plays an important role in the organizational settings to increase job performance of employees. Similarly, during the same time, Anitha (2014) shows a consistent link between employee engagement and performance. Moreover, the empirical study of Kim et al. (2012) find that employee engagement has both direct and indirect positive influence on employees‘ work performance. Furthermore, a comparative study on engaged and disengaged employees reveals that the performance of engaged employees is significantly more than disengaged employees in the organization (Shuck & Reio, 2011; Fleck & Inceoglu, 2010; Saks, 2006; May et al., 2004). In addition, an engaged employee not only performs the duties s/he is assigned for but also perform more going beyond her/his prescribed job responsibilities (Rich, Lepine & Crawford, 2010).

During the previous decade, Demerouti and Cropanzano (2010) argue that employee engagement is directly related to the increase of employee performance. In other contexts, some studies come to a conclusion that positive relationship between

engagement and individual employee performance is existed (Halbesleben, 2010; Mone & London, 2010; Leiter & Bakker, 2010; Rich et al., 2010; Richman, 2006). Few researchers realize the employee engagement construct from the organizational point of view and state that employees‘ high engagement level have positive influence on organizational outcomes which, in fact, come through the employees‘ high level performance (Shuck et al., 2011; Shuck & Wollard, 2010; Kular et al., 2008; Harter et al., 2002).

It is commonly believed, irrespective of any organization, that employee engagement plays dominating role to achieve competitive advantage through high level employee performance at workplace (Macey et al., 2009; Macey & Schneider, 2008). In general, through organization‘s internal measurement, engaged employees are observed to be consistent on their performance (Fleming & Asplund, 2007; Richman, 2006; Wagner & Harter, 2006). Moreover, engagement is the crucial determinant for improving employees‘ work performance as frequently observes in several studies (Macey et al., 2009; Mone & London, 2010). Furthermore, May et al. (2004) reveals that employee performance is the behavioral outcome of employee engagement.

However, in dealing with the relationship between employee engagement and employee performance, Halbesleben (2010) performs a meta-analysis where he finds that employees‘ work engagement is positively related with their performance level, though it is also associated with employees‘ commitment level and good health. In addition, some other review studies establish that employee engagement is not only increases employees‘ performance but also bring positive change in their attitude and behavior (Christian et al., 2011; Demerouti & Cropanzano, 2010; Halbesleben, 2010; Mauno, Kinnunen, Makikangas & Feldt, 2010; Simpson, 2008). These studies claim

further empirical study in different contexts and environments to generalize the engagement-performance relationship as employee engagement is comparatively new concept to the practitioners and academicians. Therefore, the study measures the influence of employee engagement on employee performance in the Asian context like RMG industry in Bangladesh.

3.10 Employee Engagement as a Mediator on HRM Practices and Employee Performance Relationship

Employee engagement has been considered as a mediating variable in this study between HRM practices and employee performance relationship. In the context of RMG industry in Bangladesh no empirical study has been conducted before considering employee engagement as a mediating variable on the relationship between HRM practices and employee performance (Ahmed et al., 2016). Employee engagement is comparatively new concept in the behavioral studies (Macey & Schneider, 2008; Ellis & Sorensen, 2007), thus few studies in the developed contexts have been carried on considering employee engagement as a construct (Khan, 2010; Rizov & Croucher, 2009), however, very limited are found in the developing context like Bangladesh (Mahmood, 2004).

The literatures of early studies in different organizations and contexts claim that the employee performance is influenced by the aspects of HRM practices such as training and development (Elnaga & Imran, 2013; Choo & Bowley, 2007), compensation (Shin-Rong & Chin-Wei, 2012; Khan, 2010), job security (Shaukat et al., 2015; Rosenblatt & Ruvio, 1996), promotion opportunity (Lim & Ling, 2012; Ghebregiorgis & Karsten, 2007), and Employee relations with supervisor (Islam, 2014; Ali &

Hamdy, 2005). When employees are happy with these aspects of HRM practices are expected to perform more for achieving the targets of the organization. Therefore, positive relationship between the dimensions of HRM practices and performance have been evident in the behavioral management discipline.

Again, several studies point out that employees‘ level of engagement with the work is determined by the dimension of HRM practices such as training and development (Albrecht et al., 2015; Sarder et al., 2011), compensation (Choo et al., 2013; Solomon & Sridevi, 2010), job security (Majumder, 2012; Smithson & Lewis, 2000), promotion opportunity (Anitha, 2014; Choo et al., 2013), and Employee relations with supervisor (Joshi & Sodhi, 2011; May et al., 2004). Employees‘ positive attitudes toward these dimensions of HRM practices emerge a feeling in employees‘ mind to be engaged with the job in the organization. Therefore, direct relationship between the aspects of HRM practices and employee engagement is existed.

Moreover, employee engagement also has positive influence on the performance of employees of the organization. Numerous studies (Rana et al., 2014; Shuck & Reio, 2011; Saks, 2006) revealed that engaged employees perform more in the organizational setting. Therefore, positive relationship between engagement and performance is existed in several of contexts.

According to Baron and Kenney (1986), mediating variable can be used as a construct between independent variable and dependent variable where independent variable has positive influence on both the dependent and mediating variable. At the same time mediating variable positively influence on the dependent variable. The previous literatures supported that the dimensions of HRM practices (independent variables) have positive influence on both the employee performance i.e., dependent variable

(Shaukat et al., 2015) and employee engagement i.e., mediating variable (Shuck & Rocco, 2014). Additionally, employee engagement (mediating variable) has positive influence on the performance of employee i.e., dependent variable (Anitha, 2014). Therefore, in this study employee engagement construct fulfill the condition of mediating variable between the relationship of HRM practices and employee performance.

Moreover, the meta-analysis of Ahmed et al. (2016) opines that in the context of developing economy employee engagement concept has been ignored in the behavioral management studies, however, practitioners and academicians seriously considering the employee engagement issue for the attainment of organization's targets in developed economy. Additionally, the study suggests conducting empirical study in the context of Bangladesh to generalize the employee engagement concept as a construct. Therefore, in the perspective of ready-made garment industry in Bangladesh, employee engagement construct has been considered as a mediating role on HRM practices and performance relationship.

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3.11 Literature Review Matrix

The literature review matrix assists to find out the research gaps and generate better understanding about the ways of bridging up the gaps. In this connection, appreciable number of research papers has been reviewed so that the research gaps in the perspectives of theoretical, practical and methodological viewpoint can be identified. Table 3.1, presents few important research papers for providing an idea how the previous research papers have been summarized.

Table 3.1

Literature Review Matrix

Author(s)	Title	Methodology	Independent Variable(s)	Dependent Vatiable(s)	Mediator / Moderator	Findings
Ahmed et al. (2016)	HRM practices-engagement-performance relationship: A conceptual framework forRMG sector in developing economy.	Conceptual paper.	Training and development, compensation, job security, promotion opportunity and employee relations.	Employee performance.	Employee engagement.	Positive influence of HRM practices to performance and engagement. Engagement and performance relationship is also positive.
Albrecht et al. (2015)	Employee engagement, human resource management practices and competitive advantage: An integrated approach.	Conceptual paper.	Socialization, recruitment and selection, performance management, training and development.	Individual outcomes and Organizational outcomes.	Organizational culture, job resources, supervisor‘s support, autonomy and emotional demand.	Positive relationship of IVs with DVs and Mediating variables. Mediators also influence on DVs.
Yoerger et al. (2015)	Participate or Else!: The effect of participation in decision making im meeting on employee engagement.	Hierarchical regression analysis.	Participation in decision making (PDM).	Employee engagement.	Supervisor support, meeting load	PDM directly related to employee engagement. Both supervisor support and meeting load positively moderates the relationship between PDM and employee engagement. Supervisor support and meeting load are positive to employee engagement.

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Anitha (2014)	Determinants of employee engagement and their impact on employee performance.	Structural equation modeling.	Work environment, leadership, team and coworkers, training and career development, compensation, organizational policies, workplace well-being.	Employee performance		All the predictor variables have positive influence but working environment, and team and co-worker relationship have greater influence on employee engagement. Employee engagement has significant influence on employee performance.
Guest (2014)	Employee Engagement: A special analysis.	Meta analysis.	Work engagement.	Organizational performance.	----	Positive relationship establishes between work engagement and organizational performance.
Song et al. (2014)	Team performance in learning Organizations: mediating effect of employee engagement	Structural equation modeling	Cultural aspects: People oriented – learning, empowerment, and inquiry. Structural level – system connection, leadership	Team performance	Employee engagement	Both direct and indirect relationships are positive. Employee engagement has full mediation between the learning organization and team performance relationship.
Karatepe (2013)	Perception of organizational practices and hotel employee outcomes: The modeling role of work engagement	Multiple regression	Organizational policies	Organizational commitment, extra-role performance and turnover.	Work engagement	Organizational politics influence frontline employees' work engagement level and also on performance.

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Rubel and Kee (2013)	Perceived support and employee performance: The mediting role ofemployee engagement.	Structural equation modeling.	Perceived supervisory supports and perceived organizational supports.	Employee performance.	Employee engagement.	Perceived supervisory support is not significant but the oher relationships are statistically significant.
Song et al. (2012)	Role of Transformational Leadership in Effective Organizational Knowledge Creation Practices: Mediating Effects of Employees‘ Work Engagement.	Structural equation modeling.	Transformational leadership.	Knowledge based performance.	Work engagement.	Employees‘ work engagement mediates on transformational leadership and organizational knowledge creation practices relationship.
Rahman (2011)	Organizational politics on employee performance: an exploratory study on readymade garments employees in Bangladesh.	Factor analysis.	Organizational politics.	Employee performance.	Employee commitment.	Employees‘ commitment also affects their own job performance. In Bangladesh, most of the garment workers are poor and illiterate so they are not aware about the organizational politics and it has negative influence on performance.
Kahn (1990)	Psychological Conditions of Personal Engagement and Disengagement at Work.	Qualitative Analysis.	Individual, interpersonal, group, intergroup, and organizational factors.	Engagement and disengagement.	----	Meaningfulness, safety and availability determine whether the employees are engaged or disengaged with the work.

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3.12 Underlying Theories of the study

The conceptual framework of this study is backed by the two theories namely Social Exchange Theory (SET) and Hierarchy of Needs Theory (HNT) which is described below:

3.12.1 The Social Exchange Theory

The concept of social exchange theory (SET) is first derived from the study of –Social Behavior as Exchange" by the sociologist George Homans in 1958 (Karen & Rice, 2003). Homans emphasizes on the interactions of people which come from the intention of behavior (Karen & Rice, 2003). Social exchange theory corresponds to the exchange of activity between the parties involved whether the issue is tangible or intangible, and rewarding or costly (Homans, 1961). On the other hand, in 1959, Thibaut and Kelly represent the social exchange theory from the psychological viewpoint (Emerson, 1976) and they are regarded as the developer of social exchange theory (Coyle-Shapiro & Conway, 2005). Nowadays, social exchange theory is used widely as a theoretical foundation of measuring employee performance to conceptualize the exchange relationships between employee and employer (Coyle-Shapiro & Conway, 2005). Moreover, from the theoretical perspective, social exchange theory focuses on the generalized exchange (Karen & Rice, 2003) outlines by the use of a subjective cost-benefit analysis and the comparison of alternatives (Homans, 1961). Furthermore, Emerson (1976) claims that exchange regarded as a framework where other theories come together and develop a structure for functioning.

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Social exchange theory has both economic and social effect (Lambe, Wittmann & Spekman, 2001). Employees will be encouraged to do more work in the organization when employees receive desirable compensation for their efforts (Encyclopedia of Public Relations, 2005). On the other, fair exchange makes linkage between employee and employer that bring psychological attachment of employees with the work (Burns, 1973). It brings connection between employees and organization on the basis of trust rather legal obligations (Tansky & Cohen, 2001), flexibility than rigidness, and mutual cooperation (Stafford, 2008). In this connection, Thibaut and Kelley (1959) suggest that organizations would implement different dimensions of HRM practices so that different exchange relationships can be offered to employees. When employees believe that the organization fulfills their requirements (training and development, compensation, job security, promotion opportunity, and employee relations with supervisor) then they would feel an obligation to repay the organization with positive work behavior like performance, loyalty, commitment, and best effort (Mossholder, Settoon & Henagan, 2005). Therefore, employees‘ work performance is exchanged with how they feel of being valued and supported by the organization (Eisenberger et al., 2002).

Training and development program for the employees make them skilled and confident in doing their expected job duties in the organization. Employees who avail the opportunity of being trained are expected to work more for the organization. Consequently, when employees perceive that the organization carrying out different training and development programs for them are obviously encouraged them to perform more work (Elnaga & Imran, 2013; Choo & Bowley, 2007) and their level of engagement to the organization are also expected to be increased (Albrecht et al.,

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2015; Sarder et al., 2011). Thus, it is an exchange behavior between employee and employer where both the parties are mutually benefitted. Therefore, SET regarded as a theoretical foundation in describing the relationship among training and development, employee performance, and employee engagement.

Employee compensation is one of the vital elements that make employees more productive in the organization. Employees‘ expected compensation package has positive influence on their work performance (Shin-Rong & Chin-Wei, 2012; Khan, 2010) and the level of engagement with the work (Choo et al., 2013; Solomon & Sridevi, 2010). When employees are satisfied with the rewards provided by the organization they feel an urge to repay the organization through more work performance and expected to be more attached with the organization. Thus, it shows reciprocity between employee and employer in the organizational setting. Therefore, the relationship among employee compensation, performance and engagement has been derived from the concept of social exchange theory as a theoretical support.

Job security assures employees to work in the organization as long as they wish without the threat of sudden job loss. When employees realize that their job is secured in the organization are expected to perform more (Shaukat et al., 2015; Rosenblatt & Ruvio, 1996) and engaged themselves with the work (Majumder, 2012; Smithson & Lewis, 2000). Thus, employer initiatives in confirming employees‘ job continuation is repaid by more work performance and feeling of job engagement by the employees. Consequently, an exchange relationship between employee and employer is observed while describing the relationship among employee job security, performance and engagement. Therefore, SET supports the said relationship as a theoretical base in this study.

Employee promotion opportunity in the organization encourages employees to perform more since this opportunity fulfills their need of position advancement in organizational structure. Employees‘ positive attitudes towards promotion policy of being promoted smoothly generate behavioral outcomes such as employees‘ more work performance (Lim & Ling, 2012; Ghebregiorgis & Karsten, 2007) and job engagement level (Anitha, 2014; Choo et al., 2013). Thus, employees‘ expected promotion opportunity in the organization is reciprocated by the performance and level of work engagement. Therefore, SET is used as a theoretical foundation to describe the relationship among employee promotion opportunity, performance, and engagement.

In organizational perspective, employee relations are crucial in getting employees‘ job performance in the organization. When good relations are maintained by the employer with the fellow employees is expected to receive employees‘ positive behavioral outcome through additional work performance (Islam, 2014; Ali & Hamdy, 2005) and high engagement level with the organization (Joshi & Sodhi, 2011; May et al., 2004). Thus, an exchange relationship between employee and employer take place in describing the relationship among employee relations, performance and engagement. Therefore, social exchange theory has been considered as a theoretical foundation of the said relationship.

According to Saks (2006), social exchange theory describes engagement derived from two way interactions between employee and employer, where employees work for their organization through their engagement level. The higher the engagement level, the more cognitive, emotional and physical resources of employees be devoted to

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perform better for the organization. Therefore, SET has been used as theoretical foundation on the employee engagement and employee performance relationship.

Basically, social exchange theory explains that employee establishes and maintains relationship with the organization on the basis of their expectations or whether the relationships are mutually advantageous. So the relationship is reciprocal of getting benefits for both the employee and employer (Robinson et al., 2004). Therefore, as long as employees‘ expectations to be fulfilled the employee engagement level and performance will be sustained. The previous studies confirm that positive perceptions of employees to the organization‘s HRM practices have positive impact on the employees‘ performance (Atteya, 2012; Lee et al., 2010; Khan, 2010; Rizov & Croucher, 2009; Tessema & Soeter, 2006) and engagement level (Shuck et al., 2011; Arakawa & Greenberg, 2007; Wagner & Harter, 2006). Thus, employees‘ positive perceptions about HRM practices are reciprocated by the high employee engagement level and performance. In a nutshell, social exchange theory made a platform to explain how HRM practices are related with employee performance and employee engagement, and also the relationship between employee engagement and employee performance.

3.12.2 The Hierarchy of Needs Theory

The hierarchy of needs theory primarily comes forth in 1943 from the study ―A Theory of Human Motivation" as a theory of psychology by Abraham Maslow (Maslow, 1943). Subsequently, Maslow extended his idea and the theory was completely published in a book ―Motivation and Personality" in 1954, where the observations regarding peoples‘ inherent curiosity were included (Maslow, 1954).

With the passage of time, the hierarchy of needs theory took place a position in designing the research framework in social science, management, and some other relevant disciplines (Kremer & Hammond, 2013).

Hierarchy of needs theory identifies five different categories of needs ranked from lower to higher such as physiological, safety, belonging, esteem, and self-actualization needs which need to be fulfilled sequentially to motivate employees in performing their work. Basically, motivation of employees in the workplace results more employee performance in the organizational setting (Dobre, 2013; Afful-Broni, 2012).

Moreover, motivation brings psychological involvement of employees to perform their work (Maslow, 1954) whereas psychological attachment is regarded as employee engagement (Kahn, 1990). According to Shuck and Wollard (2010), Kahn‘s employee engagement concept derived from the notion of motivational theory. Additionally, Shuck, Rocco and Albornoz (2011) opine that a theoretical link exists between Kahn‘s engagement theory and Maslow‘s motivational theory. Therefore, hierarchy of needs theory supports the present conceptual framework in establishing the relationship between employee engagement and performance.

Basically, hierarchy of needs theory indirectly transmits the relationship of HRM practices with employee performance and engagement. Maslow‘s different categories of needs include a lot of aspects such as: rewards, job security, employment relations, personal growth, and status which are expected to have positive influence on the outcomes of the employees. The aspects describe at different stages of needs theory are widely known and termed as the dimensions of HRM practices as well (Adedapo, 2015; Teseema & Soeters, 2006; McLean & McLean, 2001). And, a sound HRM

practices not only have positive influence on employee performance (Atteya, 2012; Lee, Wiringa, Bailey, Goyal, Tsui, Lewis, Muder & Harrison, 2010; Khan, 2010) but also on employees‘ engagement level in the organization (Shuck & Rocco, 2014; Shuck, Rocco & Albornoz, 2011).

In addition, as hierarchy of needs theory deals with the psychological aspect of employees, thus it virtually describes the conception of employee engagement. Therefore, it can be summarizes that Maslow‘s hierarchy of needs theory worked as a theoretical foundation of this study in building conceptual framework where HRM practices have positive relationship with employee performance and employee engagement, and additionally the relationship between employee engagement and employee performance.

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3.13 Conclusion

This chapter describes the concept of employee performance and the relationships of employee performance and employee engagement with HRM practices in the organizational perspective. Additionally, this chapter covers the relationships among the independent, dependent and mediating variables on the light of previous studies in different contexts and environments. Finally, the chapter explains the underpinning theory that assist to develop the conceptual framework titled ―Employee engagement as a mediator on HRM practices and employee performance relationship of ready-made garment industry in Bangladesh.”

CHAPTER FOUR

METHODOLOGY

4.1 Introduction

The methodology of the study describes the rationale of specific techniques applied for data analyses to attain the research problem with critical evaluation of validity and reliability (Kallet, 2004). In this connection, the chapter deals with the suitability of research design and techniques used in the study. A description of research design and method of conducting research have been incorporated in this chapter to attain the objectives of the study. Research design provides a structure that assists the study in terms of data collection, data analysis, suitability of research type, and how the researcher set the sequences of research process, whereas research method defines the technique of collecting data, and the tools used in analyzing the data (Ghauri & Grønhaug, 2005). In a nutshell, this chapter having discussion about the conceptual framework, development of hypotheses of the study, sample and sampling design, measurement scale of the variables, data collection procedures and analyses of data. The present research is quantitative in nature for the examination of the mediating role of employee engagement on HRM practices and employee performance relationship of RMG industry in Bangladesh.

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4.2 Conceptual Framework of the Study

The conceptual framework of the present study is developed after the identification of dependent variable (DV), independent variables (IV), and mediating variable (MV) by

the thorough review of previous literatures and their inter-relationships at the workplace. Moreover, the framework of this study is supported by the underpinning theories namely social exchange theory (Thibaut & Kelly, 1959) and hierarchy of needs theory (Maslow, 1954). The social exchange theory explains the reciprocal relationship between employee and employer (Robinson et al., 2004; Gouldner, 1960). As a human being employees are looking forward to the acceptable exchange meaning that employees are ready to perform more for the organization when employees perceive that they are properly repaid by the employer that can fulfill the needs of the employees. Moreover, the concept of hierarchy of needs theory describes that when the employees will psychologically be attached with the organization then their motivation level to perform more in the organization are expected to be increased.

In the perspective of organization, employees are willing to receive effective training and development program, desired compensation package, secured job condition, smooth promotion prospect, and harmonious employee relations with the superior. Thus, the fulfillment of needs of employees make them encouraged to perform more work for the organization which is the outcome of reciprocity or exchange behavior of people. Moreover, the concept of social exchange theory is also applied in describing employee engagement since it describes the both way interactions of employee and employer (Saks, 2006). When employers consider the antecedents of making employees engaged with their job the employees are expected to perform more for the organization. Hence, the employee engagement and performance relationship is followed by the exchange theory. The aspects of HRM practices such as training and development, compensation, job security, promotion opportunity, and employee

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relations make employees engaged with the organization that come forth in the perception of reciprocity. On the other hand, the relationship between engagement and performance is also reciprocal. Therefore, social exchange theory is widely applied in developing research framework of the study where the relationship is buildup on mutual interests. Thus, the present study is supported by the social exchange theory of Thibaut and Kelly (1959).

Moreover, when employees of the organization perceived that they are provided with the basic needs, job security, employee relations, personal growth and status their psychological attachment with the work at the workplace increases results more engagemet level and work performance. The study of Shuck and Wollard (2010) documented that the _employee engagement‘ concept of the Kahn‘s (1990) study took after the concept of psychological involvement describes in Maslow‘s hierarchy of needs theory. Thus, this study is also backed by the hierarchyof needs theory pronounced by Maslow (1954).

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Therefore, the social exchange theory and hierarchy of needs theory build the foundation of this study as well as assists to develop the conceptual framework for this study (Figure 4.1).

The conceptual framework of this study is presented in the next page:

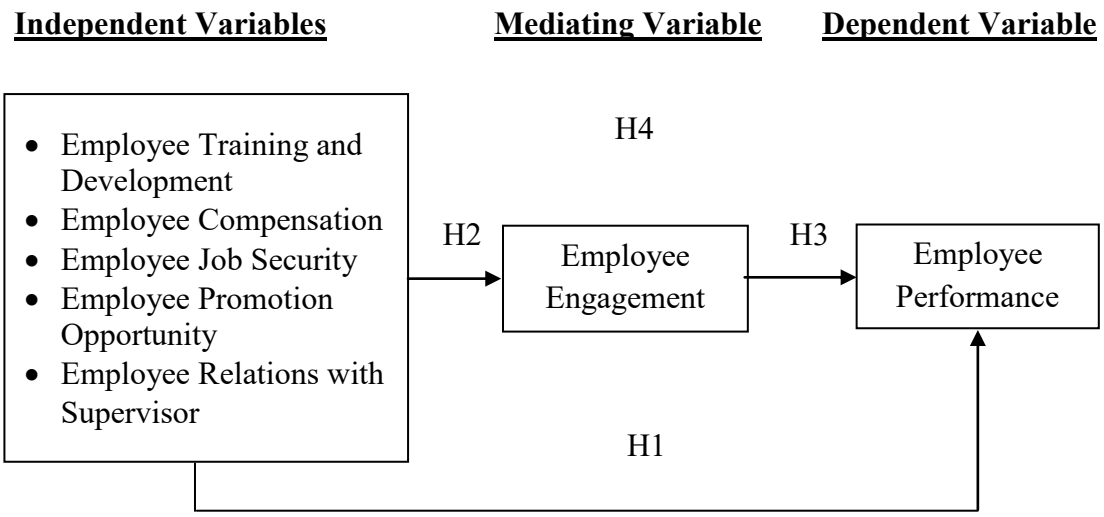

Figure 4.1

Conceptual Framework of the Study

The conceptual framework of the research shows that the HRM practices of the organization have direct influence on the employees' performance. A lot of previous researches confirm that HRM practices have positive influence on the performance of employees (Balochi et al., 2010; Qureshi et al., 2010; Khan, 2010). Similarly, HRM practices also have direct influence on the employee engagement level. According to Karatepe (2013) HRM practices have an important influential role in increasing the level of employee engagement. Moreover, employee engagement has direct influence on employees' performance. Several researches (Christian et al., 2011; Leiter & Bakker, 2010) argue that employees' high level of work engagement has contribution to high employee performance.

Furthermore, in this framework, employee engagement mediates the relationship between the employees' perception to HRM practices and employees' behavioral intention like performance. Mediating variable explains the relationship between exogenous and endogenous variables with the reason of occurring relationship (Baron

& Kenny, 1986). From the theoretical perspective, the relationship between employees‘ perception about the HRM practices and behavioral outcomes such as performance is mediated by the attitudes in the form of engagement level of the employees (Mathieu & Zajac, 1990). Recently, an empirical study is conducted in Korea, find that employee engagement fully mediate the relationship between training and team performance, and training directly influence on the employee performance (Song, Lim, Kang & Kim, 2014). Similarly, work engagement mediates the relationship between organizational policies and performance (Karatepe, 2013). In this study, employee engagement mediates the relationship between HRM practices and employee performance. According to Baron and Kenny (1986), mediating variable can be used where independent variable(s) has influence on dependent variable(s) and mediating variable(s); and mediating variable has influence on the dependent variable(s). In addition, mediating variable strengthen the relationship between independent and dependent variable (Baron & Kenny, 1986). Therefore, the conceptual framework of this study gained satisfactory support from the previous literatures for justification.

The demographic variables like gender, age, education, marital status, job tenure and job position were not considered in the present research framework since various researchers find that demographic variables have no significant influence on the performance of employees (Anuar, Kamaruzzaman, Hasan, Mohamad, Kamsol & Norhashimah, 2009; Igbaria & Shayo, 2007; Linz, 2002; Crawford & Nonis, 1996; Roebuck et al., 1995; Yearta, 1995). However, Palakurthi and Parks (2000) find that demographic factors have influence on marketing / sales employees in their level of performance. Recently, the study on insurance employees in Nigeria find that

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demographic factors such as age, education level, marital status, gender, and work experience have moderate relationship with employee performance (Hassan & Ogunkoya, 2014). Therefore, the demographic variables are considered as the control variables since the present study deals with the employees of manufacturing concerns.

4.3 Development of Hypotheses

The critical review of literatures on the relationship among HRM practices, employee engagement, and employee performance provide propositions in developing hypotheses for this study. The following hypotheses are developed on the basis of research questions of this study:

Elnaga and Imran (2013) shows that employee training has important role to increase the employees‘ job performance. Several other researchers (Choo & Bowley, 2007; Tzafrir, 2006; Lopez et al., 2005; Hale, 2003; McGunnigle & Jameson, 2000; Lee & Miller 1999; Guest, 1997) confirm significant positive relationship between training and employee performance. Therefore, the hypothesis is developed as follow:

Hypothesis 1: Employee training and development has positive influence on employee performance.

The study of Hameed et al. (2014) reveals that employee compensation has positive influence on the level of employee performance. Moreover, several other studies reveal positive significant relationship between compensation and employee performance (Shin-Rong & Chin-Wei, 2012; Danish & Usman, 2010; Khan, 2010;

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Giorgio & Arman, 2008; Tessema & Soeter, 2006; Katou & Budhwar, 2006; Chang & Chen, 2002). Therefore, the hypothesis is developed as follow:

Hypothesis 2: Employee compensation has positive influence on employee performance.

The recent study argues that job security creates encouragement in the mind of employees to perform more (Shaukat et al., 2015). Moreover, the employees who enjoy job security ensure better performance in their work than other employees whose job is not secured (Rosenblatt & Ruvio, 1996; Rosow & Zager, 1985; Mooney, 1984; Bolt, 1983). Therefore, the hypothesis is developed as follow:

Hypothesis 3: Employee job security has positive influence on employee performance.

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From the empirical studies it is evident that opportunities for employees career advancement have significant positive influence on employee performance (Lim & Ling, 2012; Ahmed & Uddin, 2012). Moreover, the employees who anticipate that they have opportunity to get promotion on time feel enthusiasm to perform more (Ghebregiorgis & Karsten, 2007). Therefore, the hypothesis is developed as follow:

Hypothesis 4: Employee promotion opportunity has positive influence on employee performance.

The study of Islam (2014) shows that the employee performance can be enhances by the harmonious relations of employee and employer. The supportive supervisory

relations assist subordinates to be more responsible that ensures employees‘ excellent performance (Ramayah et al., 2011). Besides, Ali and Hamdy (2005) establish that employment relationship has positive impact on employees‘ performance. Therefore, the hypothesis is developed as follow:

Hypothesis 5: Employee relations with supervisor have positive influence on employee performance.

Recently, practitioners become more interested to conduct training and development session for the employees so that their level of work engagement can be increased (Albrecht et al., 2015). Nevertheless, many studies commonly argue that training and development have positive impact on employee engagement (Sardar et al., 2011; Paradise, 2008; Ohayun, 2002; Keaveney, 1995). Therefore, the hypothesis is developed as follow:

Hypothesis 6: Employee training and development has positive influence on employee engagement.

Recently, it is found that compensation is one of the key antecedents which inspire employees‘ to be engaged at their work (Crawford et al., 2014; Choo et al., 2013). Wollard and Shuck (2011), and Solomon and Sridevi (2010) report that rewards are positively correlated with employee work engagement. Therefore, the hypothesis is developed as follow:

Hypothesis 7: Employee compensation has positive influence on employee engagement.

A number of early researchers also find that psychological involvement of employees with the work determined by the employees‘ perception about job security (Owor, 2015; Kular, 2008, Smithson & Lewis, 2000; Rousseau, 1994). Majority of the earlier studies show that job security influence on the psychological attachment of the employees (Majumder, 2012; Smithson & Lewis, 2000; Rousseau, 1994; Rousseau & Parks, 1993). Again, Kahn (1990) denotes that employees‘ psychological attachment with the work is such an element which fosters employee engagement level. Therefore, the hypothesis is developed as follow:

Hypothesis 8: Employee job security has positive influence on employee engagement.

Recently, the empirical study of Anitha (2014) confirms that employee promotion opportunity and fairness in promotion policy are essential to make employees engaged with their work. Moreover, Choo et al. (2013) realizes in their study that employee engagement culture will prevails in the organization when promotion opportunities of the employees are ensured. Therefore, the hypothesis is developed as follow:

Hypothesis 9: Employee promotion opportunity has positive influence on employee engagement.

Joshi and Sodhi (2011) identify that employee engagement emerges from various elements of employer-employee relationship. Similarly, Bakker et al. (2006) affirms that supervisor‘s supportive relations with subordinates are one of the major components of employees‘ work engagement. In addition, May et al. (2004) finds that

supportive supervisor-employee relationship is certainly linked with employees‘ level of engagement in the organization. Therefore, the hypothesis is developed as follow:

Hypothesis 10: Employee relations with supervisor have positive influence on employee engagement.

According to Rana et al. (2014), employee engagement plays an important role in the organizational to increase employees‘ job performance. Furthermore, a comparative study on engaged and disengaged employees reveals that the performance of engaged employees is significantly more than disengaged employees in the organization (Shuck & Reio, 2011; Fleck & Inceoglu, 2010; Saks, 2006; May et al., 2004). Therefore, the hypothesis is developed as follow:

Hypothesis 11: Employee engagement has positive influence on employee performance.

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The employee training and development have positive influence on the performance of employees (Elnaga & Imran, 2013; Atteya, 2012). Again, employee training and development have positive influence on the employee engagement (Albrecht et al., 2015; Choo et al., 2013). Moreover, employee engagement has positive influence on employee performance (Rana et al., 2014, Anitha, 2014). Thus, it is expected that the employee engagement strengthen the relationship between training and development, and performance. Therefore the following hypothesis is developed:

Hypothesis 12: Employee engagement mediates the relationship between employee training and development, and employee performance.

The employee compensation has positive influence on the performance of employees (Islam, 2014; Shin-Rong & Chin-Wei, 2012). Again, employee compensation has positive influence on the employee engagement (Crawford et al., 2014; Choo et al., 2013). Moreover, employee engagement has positive influence on employee performance (Rana et al., 2014; Anitha, 2014). Thus, it is expected that the employee engagement strengthen the relationship between compensation and performance. Therefore the following hypothesis is developed:

Hypothesis 13: Employee engagement mediates the relationship between employee compensation and employee performance.

The employee job security has positive influence on the performance of employees (Shaukat et al., 2015; Islam & Shazali, 2011). Again, employee job security has positive influence on the employee engagement (Majumder, 2012; Yu & Egri, 2005). Moreover, employee engagement has positive influence on employee performance (Rana et al., 2014; Anitha, 2014). Thus, it is expected that the employee engagement strengthen the relationship between job security and performance. Therefore the following hypothesis is developed:

Hypothesis 14: Employee engagement mediates the relationship between employee job security and employee performance.

The employee promotion opportunity has positive influence on the performance of employees (Lim & Ling, 2012; Ahmed & Uddin, 2012). Again, employee promotion opportunity has positive influence on the employee engagement (Anitha, 2014; Sardar et al., 2011). Moreover, employee engagement has positive influence on employee

performance (Rana et al., 2014; Anitha, 2014). Thus, it is expected that the employee engagement strengthen the relationship between promotion opportunity and performance. Therefore, the following hypothesis is developed:

Hypothesis 15: Employee engagement mediates the relationship between employee promotion opportunity and employee performance.

The employee relations with supervisor have positive influence on the performance of employees (Islam 2014; Chowdhury et al., 2012). Again, employee relations with supervisor have positive influence on the employee engagement (Simon et al., 2015; Joshi & Sodhi, 2011). Moreover, employee engagement has positive influence on employee performance (Rana et al., 2014; Anitha, 2014). Thus, it is expected that the employee engagement strengthen the relationship between employee relations and performance. Therefore, the following hypothesis is developed:

Hypothesis 16: Employee engagement mediates the relationship between employee relations with supervisor and employee performance.

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4.4 Hypotheses of the Study

The present study is based on the following hypotheses which have been tested with the help of statistical tools:

H1 Employee training and development has positive influence on the employee performance.

H2 Employee compensation has positive influence on the employee performance.

H3 Employee job security has positive influence on the employee performance.

H4 Employee promotion opportunity has positive influence on the employee performance.

H5 Employee relations with supervisor have positive influence on the employee performance.

H6 Employee training and development has positive influence on the employee engagement.

H7 Employee compensation has positive influence on the employee engagement.

H8 Employee job security has positive influence on the employee engagement.

H9 Employee promotion opportunity has positive influence on the employee engagement.

H10 Employee relations with supervisor have positive influence on the employee engagement.

H11 Employee engagement has positive influence on employee performance.

H12 Employee engagement mediates the relationship between employee training and development, and employee performance.

H13 Employee engagement mediates the relationship between employee compensation and employee performance.

H14 Employee engagement mediates the relationship between employee job security and employee performance.

H15 Employee engagement mediates the relationship between employee promotion opportunity and employee performance.

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H16 Employee engagement mediates the relationship between employee relations with supervisor and employee performance.

4.5 The Research Design

Research design deals with a variety of areas so that an acceptable outcome from the research can be obtained such as: concept of research design, types of research, measurement of variables, preparation of survey questionnaire, and pilot survey to validate the questionnaire (Zikmund, Babin, Carr & Griffin, 2010).

4.5.1 The Concept of Research Design

Research design includes the strategy that a researcher undertakes to put together different aspects of the study such as data collection, measurement and analysis in a systematic way to focus on the research problem (Trochim, 2006; De Vaus, 2001). According to Ghauri and Grønhaug (2005), research design is the systematic arrangement of how the data to be collected and analyzed them, and the determination of research type for the study. It is a blueprint that covers data collection methods and procedures, measurement of variables, and analyses of data with a view to generate decisions of a specific research. Thus, research design helps to identify the sequential steps to attain research objectives (Burns & Bush, 2002).

The objectives of the present study are to examine both direct and indirect relationships between HRM practices and employee performance of the RMG industry in Bangladesh. In this study, direct relationships were examined with the different aspects of HRM practices and the performance of employees. On the other

hand, indirect relationships have been explored through employee engagement as a mediating variable. To satisfy the study objectives survey method has been employed to collect data from the employees of the garment factories in Bangladesh. The use of survey method offers rapid, less expensive, and accurate data for the study as well as representative number of samples can be obtained from the target population (Zikmund et al., 2010). Interview method has not been applied in the study because respondents may be hesitated to answer confidential questions and may answer dishonestly the sensitive questions as their identities have been disclosed (Zikmund et al., 2010). The survey questionnaire consisted of with the questions related to the dependent, independent and mediating variables of the study. In addition, some demographic questions like age, gender, job tenure, marital status, education level etcetera also included in the survey questionnaire.

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4.5.2 The Quantitative Research

The present study is conducted through quantitative analysis method. Quantitative study focuses in examining the cause and effect relationship between independent and dependent variable from the target population (Hopkins, 2000). Hence, quantitative research produces results by numerical figures and the relationship between variables is conducted and measured simultaneously. However, Sukamolson (2005) offers some reasons behind the use of quantitative research approach in social sciences. *Firstly,* quantitative study offers presumptions over the study population and gives vigorous results. *Secondly,* quantitative research assists to identify the attitudes of the people accurately; and *finally,* quantitative study facilitates to measure the constructs more accurately for building relationships between different groups.

The survey method has been employed in this study. There are varieties of reasons behind the use of survey method in the study. **Firstly,** survey method is such a technique which commonly used and widely accepted for conducting research work in management and social sciences discipline (Myers, 2009; Veal, 2005); **Secondly,** survey method provides statistical information more precisely (Whitfield & Strauss, 1998) as it conducted by trained investigators with close control and careful supervision (Das, 2009); **Thirdly,** survey method is regarded as more inexpensive, time saving and easier for collecting data in case of geographically dispersed population (Das, 2009; Bryman, 2001); **Finally,** survey method provide high degree of standardization and accessibility which deemed essential for data analysis and generalization of the results of the study (Ghauri & Gronhaug, 2005).

The present study is cross-sectional where survey questionnaire are used for the collection of data. A cross-sectional study mainly involved with measuring all variables of the study in a short period of time where survey data is collected from one point in time (Mann, 2003). Thus, the appropriate method for this study is cross-sectional study method because researcher expected to receive responses about the perceptions regarding HRM practices of their organization, engagement level at their work, and their extent of performance at predetermined time schedule from respondents. Survey method generally helps to collect data from large number of respondents quickly and for this reason huge number of population can be generalized (Zikmund, 2010; Kelley, Clark, Brown & Sitzia, 2003). Moreover, there is no restriction of the application of different statistical tools in the analyses of data (Myers, 2013; Myers, 2009).

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The survey questionnaires of the study have been adapted from previous researchers with appropriate modification where necessary to make it suitable for the expected respondents and context. The survey questionnaire is consisted of with mainly two parts. First part comprises of with several items or statements for measuring the variables and the second part is designs to collect the demographic information of the garment employees (respondents) of this study. The 7-point Likert scale developed by Rensis Likert (1932) and are used extensively to measure how strongly the respondents agree or disagree with the respective statements of the questionnaire (Sekaran & Bougie, 2013; Sekaran, 2006).

The present research focuses on the employees' actual perception regarding employee performance, employee engagement, and HRM practices of their respective factory where they are working. Employees were asked to provide their responses on the basis of seven options starting from "strongly disagree' refers to "1' to "strongly agree' refers to "7'. The 7-point Likert scale is used in this study because it is extensively used method in the research of social sciences. Besides, this scale is easy to construct and more reliable than other used scales (Dumas, 1999). In addition, the 7-point Likert scale offers more choices for the respondents to express their opinion and the variability of the respondents' feelings and attitudes can be received more precisely (Hinkin, 1995). Since there is no hard and fast rule in using five-point or seven-point Likert scale, the present study used 7-point Likert scale. However, to minimize the confusion of respondents several researchers claimed that that 7-point scale has more preference (Solnet, 2006; Fornell, 1992).

From the statistical viewpoint, 7-point Likert scale deems appropriate for the analysis such as *t* tests, analysis of variance, correlations, regression and so on where dataset is

distributed normally or close to normal distribution (Jamieson, 2004). Moreover, data collected therough this scales is more robust in parametric tests that tend to produce _the right answer‘ even the statistical assumptions about normal distribution of data is violated with extreme level (Norman, 2010). Thus, parametric tests yield reliable results when the responses come from 7-point Likert scale. Furthermore, this scale is also useful for the assessment of total or mean score of the items and even researchers can take attempt to measure less concrete concepts where Cronbach‘s alpha is computed to measue whether the items of the construct are sufficientltly intercorrelated or group items measure the underlying construct (Rickards, Magee & Artino, 2012). Therefore, all items of the variables are measured by using 7-points Likert scale to maintain the consistency of the responses where strongly disagree =1, disagree = 2, disagree somewhat = 3, neutral = 4, agree somewhat = 5, agree = 6, and strongly agree = 7.

The structured questionnaire has been used to collect data about the variables in this study. The survey questionnaires have been distributed to the randomly selected respondents. Moreover, the representation of male and female employee has been considered at the time of distribution of questionnaire to the respondents. The researcher used the drop-off and pick-up method (Burns & Bush, 2002) where questionnaires were left to the respondents and collected later at predetermined date and time.

The unit of analysis is individual (Sekaran, 2003) where operational level garment employees of some garment factories are examined at Dhaka division in Bangladesh. In this connection, the study attempts to discover the individual opinion of different employees at various garment factories about their perceptions of HRM practices in

the organization. The individual level analysis is considered since it provides an avenue for statistical analysis from sufficient cases, and the data are expected to be available for every variables of the study. Finally, the variables which have used in this study been measured carefully at individual level. Ryan (2009) claims that individual level analysis is often preferred because summative assessments at the department or organizational level tend to represent larger organizations or industry.

4.6 Measurement of Variables / Instruments

The measurement scale of the variables used in this study has been described in the next couple of paragraphs. In addition to this, pilot test of the study is discussed under another heading.

4.6.1 Measurement of the Variables and Survey Questionnaire

The variables of the study have been measured by the survey questionnaire related to HRM practices, employee performance, and employee engagement. The survey questionnaire has been designed into four sections. The ***section one*** covers all the variables of HRM practices comprises of 24 items; ***section two*** covers employee engagement comprises of 9 items; ***section three*** covers employee performance comprises of 7 items; and ***section four*** covers the demographic variables comprises of 6 items. Thus, the total items of the questionnaire are 46 to attain the objectives of the study (Appendix – A). The respondents were asked to put their opinions through 7-point Likert Scale for the items covered from section one to section three. In section four, the different questions (items) about the demography of the respondents have

been included with different number of options and the respondents were asked to provide their answer in any one of the option for each of the item. Besides, few open-ended questions were also included in this section such as regarding the respondents' age, job position, and job tenure.

The present study contains mainly three variables such as HRM practices, employee engagement, and employee performance. Five dimensions of HRM practices such as employee training and development, employee compensation, employee job security, employee promotion opportunity, and employee relations with the supervisor are considered as independent variables in this study. The only dependent variable of this study is employee performance, while employee engagement is considered as a mediating variable of this study. Consequently, the measurement scale covers all the variables used in the study. The measurement scales are not developed by the researcher of this study rather it has been adapted from the existing measurement scale developed by different researchers and are used widely in different studies. According to Hair, Anderson, Tatham and Black (2006), it is the rule of thumb that the every variable is consisted of with few items and it would not be less than three items. Therefore, all the variables used in the study ensures minimum number of items to satisfy the notion, though minor modifications have been done on some of the items to make it understandable to the respondents and ensuring the suitability in the context of RMG industry in Bangladesh. The original items and modified items of the variables are presented in Table 4.1.

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Table 4.1

Original Items and Modified Items of the Variables

Variables	Original Items	Modified Items
Employee training and development	1. Extensive training programs are provided for individuals in this job. 2. Employees in this job will normally go through training programs every few years. 3. There are formal training programs to teach new hires the skills they need to perform their jobs. 4. Formal training programs are offered to employees in order to increase their promotability in this organization.	1. I hope my factory should provide extensive training for enhancement of employee performance. 2. I expect my factory provide developmental training programs for employee every few years. 3. Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs. 4. I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory.
Employee Compensation	1. Presence of attractive compensation system. 2. Presence of equitable internal salary. 3. Presence of equitable external salary. 4. Presence of salary that reflects performance. 5. Presence of salary that encourages better performance. 6. Presence of salary that reflects the standard of living.	1. I hope attractive wages/salaries for employees at my factory. 2. I expect the employee will receive equitable wage/salary at my factory. 3. I hope the amount of salary in the factory will have reflection on individual employee performance. 4. I think satisfactory salary level encourages employees for better performance. 5. I expect the salary should be enough to maintain the employees‘ standard of living.

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Employee Job Security	1. Employees in this job can expect to stay in the organizations for as long as they wish. 2. It is very difficult to dismiss an employee in this job. 3. Job security is almost guaranteed to employees in this job.	1. I hope there should have an opportunity to stay in the factory as long as I wish. 2. I hope the termination of employee from the factory should not be easy. 3. I think job security is expected for better employee performance in the factory.
Employee Promotion Opportunity	1. Employees have clear promotion paths. 2. Promotion opportunity encourages employee for better performance. 3. Authority is aware about employees' promotion expectation. 4. Ability is considered for employee promotion.	1. I think individual employee will have clear promotion paths within the factory. 2. I think promotion opportunity encourages employee to perform more. 3. I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor. 4. I think employees who deserve promotion should have scope to be promoted.
Employee Relations with Supervisor	1. Demonstrates trust and confidence in you. 2. Treats you with dignity and respect. 3. Gives you the authority you need to do the job. 4. Provides you with a useful performance appraisal. 5. Provides you with ongoing feedback. 6. Jointly sets performance objectives with you. 7. Helps you develop career plans. 8. Provides adequate time for you to attend training.	1. My supervisor demonstrates trust and confidence upon me. 2. I expect my supervisor treats me with dignity and respect. 3. I expect my supervisor gives me the authority I need to do my job. 4. I expect my supervisor provides me with a useful performance appraisal system. 5. I expect my supervisor's feedback about my work for better performance. 6. I expect my supervisor jointly sets performance objectives with me. 7. I expect my supervisor helps me to develop my career plan. 8. I expect my supervisor offer adequate time for me to attend training.

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Employee Engagement	1. At my work, I feel bursting with energy. 2. At my job, I feel strong and vigorous. 3. I am enthusiastic about my job. 4. My job inspires me. 5. When I get up in the morning, I feel like going to work. 6. I feel happy when I am working intensely. 7. I am proud of the work that I do. 8. I am immersed in my work. 9. I get carried away when I am working.	1. At my work, I feel full energy. 2. At my job, I feel strong and spirit. 3. I am enthusiastic about my job. 4. My job inspires me. 5. When I get up in the morning, I feel like going to work. 6. I feel happy when I am working intensely. 7. I am proud of the work that I do. 8. I am thrust in my work. 9. I get carried away when I am working.
Employee Performance	1. Perform responsibilities of job description. 2. Peform the job dities. 3. Meet the performance targets. 4. Perform activities that are considered for yearly performance appraisal. 5. Do not neglect the job duties. 6. Never failed to perform vital job dities. 7. Perfectly perform job duties.	1. I fulfill the responsibilities stated in the job description. 2. I perform the tasks that are expected from me. 3. I meet the performance requirements of the job of the factory. 4. I expect my involvement with the activities that are relevant to my yearly performance assessment. 5. I do not neglect the aspects of the job that I am obliged to perform. 6. I was not failed to perform my essential duties. 7. I adequately complete assigned duties.

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The *employee training and development* has been conceptualized or operationalized as a set of activities conducted to develop necessary skills and abilities of the employees in doing their job so that they can meet present as well as future job requirements of the organization. Training and development practice is measured by four items previously developed and used by Delery and Doty in 1996. One of the samples of item is ‗I expect my factory should provide extensive training for employee development'. The responseswere collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee compensation* has been conceptualized as the financial rewards that employees received from their employers for their physical and mental efforts in the organization. Compensation practice has been measured by five items previously developed and used by Tessema and Soeters in 2006. One of the samples of items is ‗I hope attractive salaries for employees at my factory'. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee job security* has been conceptualized as the expectation of employees to stay in the job for a long period of time without the frightening of sudden job loss. Job security practice has been measured by three items developed and used by Delery and Doty in 1996. One of the samples of items is ‗I expect I have an opportunity to stay in the factory as long as I wish'. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee promotion opportunity* has been conceptualized as the chances of professional mobility of the employees' from existing position to upper position in the organizational settings. Employee promotion opportunity practice has been measured

by four items used by Allen, Shore & Griffeth (2003) which was developed by Price and Mueller in 1986. One of the samples of items is ‗I think individual employee has clear promotion paths within the factory'. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee relations with supervisor* have been conceptualized as the extent of relationships between supervisor and employees which make a supportive environment of working together in the organization. Employee relations with supervisor practice has been measured by eight items recently used by Tan (2008) and developed earlier by London (1993). One of the samples of the items is ‗my supervisor demonstrates trust and confidence upon me'. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee engagement* has been conceptualized as the pattern of employee attachment with the work that guides employees to the goal of the organization and make employees enthusiastic in performing their job going beyond the prescribed job description. Employee engagement has been measured by nine items recently developed and used by Schaufeli, Bakker and Salanova (2006) widely known as Utrecht Work Engagement Scale (UWES). One of the samples of items is ‗At my work, I feel full energy'. The UWES highlights nine key elements in the context of developing countries for measuring the employee engagement level. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The *employee performance* has been conceptualized as the volume of work performed by the employee for the organization within a given timeframe. Employee

performance level has been measured by seven items developed and used by Kiker and Motowidlo in 1999. One of the samples of items is ‗I fulfill the responsibilities stated in the job description'. The responses were collected through 7-point Likert scale, starting from 1= strongly disagree to 7= strongly agree parameter.

The summary of the variables of this study and the number of items of measuring the respective variables with source is presented in the Table 4.2.

Table 4.2

Summary of Measurement Scale of the Variables Used in the Study

Variables of the Study	Number of Items	Source
Employee training and development	4 items (Q1 – Q4)	Delery and Doty (1996)
Employee compensation	5 items (Q5 – Q9)	Tessema and Soeters (2006)
Employee job security	3 items (Q10 – Q12)	Delery and Doty (1996)
Employee promotion opportunity	4 items (Q13 – Q16)	Price and Mueller (1986)
Employee relations with supervisor	8 items (Q17 – Q24)	London (1993)
Employee engagement	9 items (Q25 – Q33)	Schaufeli, Bakker and Salanova (2006)
Employee performance	7 items (Q34 – Q40)	Kiker and Motowidlo (1999)

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4.6.2 Pilot Test of the Study

The pilot test has been conducted before the main study so that the reliability of the measurement items of the variables can be assessed for the study. The measurement items of this study were tested to see the reliability of the measurement items before conducting the survey of main study. Sekaran (2003) opines that reliability pointed out the consistency and stability of the measurement instruments of the study with a view to measure the concept and the goodness of measure.

Connelly (2008), and Treece and Treece (1982) suggest that the sample size of the pilot study would be 10 percent of the main study sample size. Hertzog (2008), however, did not mention any number rather opined that the pilot sample size should be determined by considering the factors associated with the study. Moreover, Belle (2002) recommends 12 percent of the study sample size. Besides, Isaac and Michael (1995) argue that 10 to 30 samples are enough for the pilot test of the study. Therefore, the study followed pilot study comprises of 42 samples so that the research content become clear, and easy to understand.

While conducting the survey of main study the participants of the pilot study were excluded because respondents‘ previous involvement may influence their future opinion about the variables of the main study (Haralambos & Holborn, 2000). The internal consistency of the measures has been determined through the reliability analysis of the Cronbach alpha on the basis of all items of the questionnaire. The pilot study questionnaires were distributed to the employees working at different garment factories located at the Dhaka Division in Bangladesh. The suggestions of the respondents of the pilot survey have been considered and necessary modifications have been made on the questionnaire for the purpose of collecting data of the main

study. This is because, when necessary adjustments on the survey questionnaire are made on the basis of the comments of pilot survey then it is expected to be easier for the employees of the garment factory to understand the items of the variables well enough in putting their opinions. The steps followed for the conduction of pilot study are as follow:

4.6.2.1 Instruments of the Pilot Study

The measurement instruments of the variables of the pilot study have been adapted from previously developed item of different researchers and were used in several studies. Initially, some modifications have been made on the statements of the questionnaire in the context of ready-made garment industry in Bangladesh. According to Venkatesh, Morris, Davis and Davis (2003) necessary modification of questionnaire yield better findings as it improve the understandability of the respondents. This study has been designed with the five independent variables (training and development, compensation, job security, promotion opportunity, and employee relations), one dependent variable (employee performance), and one mediating variable (employee engagement). From the thorough review of literatures the 4 items of training and development adapted from Delery and Doty (1996), 5 items of compensation adapted from Tessema and Soeters (2006), 3 items of job satisfaction adapted from Delery and Doty (1996), 4 items of promotion opportunity adapted from Price and Mueller (1986), 8 items of employee relations adapted from London (1993), 7 items of employee performance adapted from Kiker and Motowidlo (1999), and 9 items of employee engagement adapted from Schaufeli, Bakker and Salanova (2006). Thus, all the variables contain 40 items.

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4.6.2.2 Design of the Pilot Study Questionnaire

In addition to the measuring items of the variables the demographic factors such as age, gender, marital status, education, job position, and job tenure are also included in the pilot study questionnaire. Therefore, the pilot questionnaire consisted of with a total of 8 sections. The seven measurement variables were placed from section one to section seven where 7-point Likert scale was used for the measurement of the items of the variables. At the end of each of seven sections an open space were kept for putting the comments about the respective variable. The section eight was designed with 6 demographic factors. Therefore, the pilot questionnaire included 46 items.

4.6.2.3 Face Validity of the Pilot Study

The comments of the respondents regarding the variable were examined carefully and necessary modifications have been made so as to make the questionnaire easily understandable to the respondents of the main survey. In addition, the face validity of the questionnaire has been ascertained since Creswell (2009) suggested presenting the survey questionnaire to the experts for their opinion before going to the final survey of collecting data. In this connection, the questionnaire was presented to several experts who have excellent research background in human resource management and behavioral management discipline. The questionnaire was presented to Professor Dr. Nazrul Islam, School of Business Studies, Uttara University, Bangladesh; and Professor Dr. Mayenul Islam, School of Business, Bangladesh Open University, Bangladesh. Both the experts minutely reviewed the questionnaire and provided few constructive feedbacks, thus, the feedbacks were considered and finalized the questionnaire accordingly for the conduction of main survey. The brief profiles of the

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professors who make comments on the questionnaire are given in Appendix – P. In addition, the experts‘ opinions about the questionnaire are given in Appendix – Q.

4.6.2.4 Procedure of the Pilot Testing

Once the pilot study questionnaire was prepared for survey the researcher personally distributed 60 questionnaires to the operational level employees working at different garment factories in Dhaka division of Bangladesh which is about 1.5 times of the expected filled-in questionnaires (Salkind, 2012). Although it is suggested that distributed questionnaires should be doubled (Hair, Wolfinbarger, Ortinau & Bush, 2008) but the researcher was confident from the previous experience to get back required filled-in questionnaires from the distribution of 1.5 times questionnaires since operational level employees are found interested in filling survey questionnaire. Among the 60 questionnaires the 42 questionnaires were found valid. The data of the valid questionnaire were keyed-in on the SPSS datasheet by using SPSS software 23 version. Then the data were analyzed to assess the reliability of the variables with the value of Cronbach‘s alpha. The values of reliability coefficient of Cronbach alpha are found within the acceptable limit, thus ensure the reliability of the variables.

4.6.2.5 Results of the Pilot Study

The values of reliability coefficient of Cronbach alpha ranges from 0.782 to 0.881 of the pilot study which have satisfied the threshold thus ensured the reliability of the survey questionnaire. Therefore, the questionnaire was finalized for the collection of data from the operational level employees of the ready-made garment industry in

Bangladesh. The Cronbach's alpha results of the pilot study are presented in Appendix – B.

4.7 Reliability and Validity

The reliability and validity of the study is essential for getting accurate results from the analysis.

4.7.1 Reliability

Reliability is a measure that assess the extent of consistency of research or measuring the tests. The reliability of the study is ensured when the findings of the study is supported by other study or replicated consistently. Cavana et al., (2001) opines that the measures of the study have to be error free and hence offered consistent results irrespective of time, place and items of instruments. More specifically, the instruments of the study would be reliable so that consistent interpretation of the results reveal at different situations (Denscombe, 2010). With the passage of time stability of the study results are verified by the representation of different group of respondents in various contexts through different methods for achieving reliability (Neuman, 2011).

According to Neuman (2011), reliability of the study improves from the initiatives such as: easy construct conceptualization, use of precise measurement scale, inclusion of multiple items for a construct, and by the conduction of pilot test. Nevertheless, the scholars emphasize on the importance of reliability to be maintained at least at the minimum level (Zikmund et al., 2013). Before going to the main study, the reliability

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of the study has been tested through the conduction of pilot study and decisions are made by the calculation of Cronbach‘s alpha traditionally used by the majority of the academicians. The satisfactory results of the pilot study ensure reliability directed towards conducting the survey of main study.

4.7.2 Validity

Validity signifies the degree of accuracy regarding a concept or measurement which corresponds to the real world. From the view point of the research, validity justifies the method and the data that are appropriate for the study (Denscombe, 2010). In fact, validity is the appropriateness of the instrument whether it is enough to explore the expected measures (Field, 2009). Thus, validity is the extent of the accuracy of the measure by which a concept can be represented authentically (Hair et al., 2010). Zikmund et al. (2013) suggests four approaches for the validation of the study such as: face validity, content validity, criterion validity, and construct validity.

Face validity rationally presents the appearance of what is intended to measure. The content validity covers the extent of interest of the expected study. Criterion validity measures the correlations among the items of a same construct, and construct validity represents the uniqueness of the construct by its dependability. Thus, the validity corresponds to the perception whether the data reflects the real picture and wrap up all necessary matters (Denscombe, 2010). Ensuring the validity of the study the researcher expected to reduce the error term through the use of accurate measure while doing the study (Field, 2009). The study has confirmed validation process so that the real situation can be discovered from the findings of the study.

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4.8 The Population and Sampling Technique of the Study

The study population, sample size, and the sampling technique to reach to the expected respondents for this study are described as follow:

4.8.1 Population of the Study

In this study, the target population is on-job operational level employees of RMG industry at Dhaka division in Bangladesh and the size of the population (N) is 1.88 million. Since the objective of this study is to examine the employee performance of the RMG industry in Bangladesh, therefore, the study includes only on-job fulltime operational level employees of the different garment factories situated at the Dhaka division in Bangladesh. At present 4,328 garment factories are in operations in Bangladesh (Export Promotion Bureau, 2017) where majority of them as well as large factories are located in Dhaka division (Ahmed & Raihan, 2014; Islam & Ahmed, 2014; Ahmed et al., 2013). As 4.00 million employees are doing job in the RMG industry all over the country and about 50 percent of them are working in Dhaka division (Export Promotion Bureau, 2017), in which 6 percent are doing job at managerial level (Ahmed et al., 2016; Rahman et al., 2008), therefore, the population of this study area are about 1.88 million on-job operational level employees working at different garment factories at Dhaka division in Bangladesh.

The study excludes the garment factories situated away from the Dhaka division for the intention of saving time and money. The garment factories of outside Dhaka are scattered at various places of the country which is almost unfeasible to take into consideration as it involve plenty of time and huge amount of money. Basically,

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involvement of all the population in the study survey is about impossible (Zikmund et al., 2010; Sekaran, 2003). More importantly, the socio-economic background and characteristics of garment employees are similar irrespective of all geographical areas in Bangladesh (Sikdar, Sarkar & Sadeka, 2014; Ahmed et al., 2013), thus, data collected from any one of the area has no adverse influence in generalization of the findings of this study. Moreover, the survey study conducted on the only on-job fulltime employees because majority of the studies suggest that fulltime employees are expected to have strong relationship with the organization (Price, 1997), thus their opinions are more acceptable. In addition, organizations concentrate more to the fulltime employees because of their more devotion to the organization than contractual employees (Joarder, 2012). The main areas where the garment factories are located at Dhaka division in Bangladesh are Gazipur, Ashulia, Savar, Mirpur, and Narayangonj.

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4.8.2 Sample Size of the Study

Undoubtedly, determination of right number of samples is very important in all kind of research. In fact, determination of appropriate sample size depends on the population of the study (Hill, 1998) although Alreck and Settle (1995) has disputed on this notion. For this purpose, statistical tool or some rule of thumb is used so that accurate sample size can be identified (Aaker, Kumar & Day, 2001). Appropriate sample size assists researcher not to knock each and every samples for the collection of data due to constraint of time, money, and human resource. In this connection, Sekaran (2003), and Zikmund et al. (2010) suggest to find right sample size to avoid visit to every element of study population. Moreover, Sekaran and Bougie (2013)

argue that the results derived from the appropriate sample size are reliable for the study.

Since the population size (N) of the study is about 1.88 million, thus the sample size falls into the upper segment. When the number of population is ≥1,00,000; then the sample size would be 384 to get the acceptable results at 95 percent confidence level (Sekaran & Bougie, 2013; Sekaran, 2006; Conan, Comeau, & Moriyasu, 2001; Krejcie & Morgan, 1970). Moreover, Zikmund (2010) estimates that the appropriate sample size would be 322 when the population is 50,000 or more. Furthermore, Roscoe (1975) suggests that the sample size may be any number in between 30 and 500.

On the other hand, in case of multivariate analysis the sample size would be 10 times or more of the variables used in the study (Roscoe, 1975). Thus, the sample size would be 70 or more because this study uses as much as 7 variables. Alternatively, the sample size of the study may be calculated by the ratio of items (observations) of independent variables to the sample size which is 1:5 or more as recommended but less than this ratio is not acceptable. Thus, the minimum sample size would be 120 as the total items of independent variables are 24 for this study. Additionally, although the minimum suggested ratio is good enough for the determination of expected sample size but it should be in between 15 and 20 times correspond to each variable used in the study (Hair, Black, Babin, Anderson & Tatham, 2006). Thus, the required sample size for this study would be 140 as this study is designed with 7 variables, however, large sample size is preferable to avoid the biasness arises from non-response possibility (Cornish, 2002).

Again, few researchers opine that the number of samples needs not to be considered when the data are analyzed through PLS-SEM (Hair, Hult, Ringle & Sarstedt, 2014). Because, Reinartz, Haenlein and Henseler (2009) suggest that PLS-SEM analysis technique can be operated with small sample size. In spite of this, ‗10 times rule' is widely accepted and are used in determining the sample size for the study where PLS-SEM is applied (Hair et al., 2017, Hulland, 1999; Barclay, Higgins, & Thompson, 1995). According to ‗10 times rule' the sample size would be 10 times of the highest number of arrows pointed at a latent construct from any directions of the PLS structural model. Thus, the minimum sample size for this study is 60, because maximum 6 arrows pointed towards the latent endogenous construct. Moreover, the model background and characteristics of data need to be considered in determining sample size since ‗10 times rule' may provide a fairly accurate idea about the sample size (Hair et al., 2014; Hair, Ringle & Sarstedt, 2011). After all, it is concluded by several studies (Hair et al., 2014; Reinartz et al., 2009; Chin & Newsted, 1999; Hui & Wold, 1982) that PLS-SEM can be performed at satisfactory level with small sample size.

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However, PLS is capable of providing high level statistical power even if dealt with complex model with small sample size (Hair et al., 2014). G*Power provides answer about the question of which number is small sample size by using power with expected effect level. Eventually, Hair et al., (2014) opines that some guidelines that are used for determining sample size sometimes make researchers puzzle in making decision, nevertheless, the model characteristics of the study should be considered in determining appropriate sample size (Hair et al., 2011). The concept of using power analysis is provided earlier by Cohen (1992) although it does not gain immense

response by the scholars. Recently, Lowry and Gaskin (2014), argue that G*Power is essential for the determination of appropriate sample size as it ensures in achieving reasonable power and effect level. G*Power uses priori power analysis where sample size is the function of user-specified values at expected significance level, anticipated statistical power, and desired effect size on population (Faul, Erdfelder, Buchner, & Lang, 2009). G*Power (version 3.1) was first used by Erdfelder, Faul and Buchner (1996) in determining sample size with priori power analysis at 0.05 significance level and 0.15 effect size level which is recommended by Hair et al., (2014) and Lowry and Gaskin (2014). By using G*Power (version 3.1.9.2) the sample size of the study would be 138 at 95 percent statistical power, medium effect size (0.15), and 0.05 significant level. The figure 4.2 represents the error and significance leveled sample sizes with respective statistical power level.

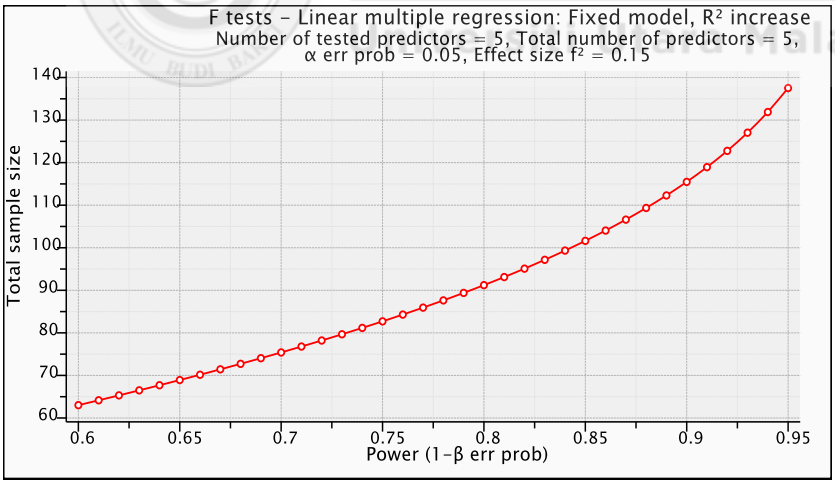

Figure 4.2

*G*Power Sample Size Estimation with Respective Power Level*

Indeed, the more the sample size is considered the more acceptable results is produced (Zikmund et al., 2010; Cornish, 2002). Therefore, the analysis of the present study is performed with 392 sample size which is widely accepted and argued by majority of research scholars (Sekeran & Bougie, 2013; Sekaran, 2006; Conan et al., 2001; Krejcie & Morgan, 1970) and it met the conditions of all the guidelines in determining the sample size.

4.8.3 Sampling Technique of the Study

For ensuring the generalization of research findings the representation of wider population is essential especially in case of quantitative study (Bryman, 2001). Practically, the sample is drawn from the elements of a population list. The list of population elements from where the chance of drawing sample (element) persists is called sampling frame or working population because those elements ultimately provide expected elements from which data is collected for analysis. Sampling techniques are divided into two categories, one is non-probability sampling and another is probability sampling.

In the non-probability sampling, the probability of the elements of being included in the sample is unknown as the selection of cases are not randomly conducted rather heavily influenced by researcher‘s personal decision. Although there are different methods of non-probability sampling like convenience sampling, judgment sampling, quota sampling, and snowball sampling but they do not provide representative results of the samples because of the biasness arises from the belief of experts and data

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projection is risky (Zikmund et al., 2010). For this reason, non-probability sampling was avoided in this study.

In probability sampling, every element of the population is known and has chances (non-zero) of being included in the sample. Thus, probability sampling provides representative results of the samples. Therefore, the study has been conducted using probability sampling technique so that randomness of sampling can be ensured. The garment factories of Dhaka division have been established at 5 different areas such as Gazipur, Savar, Ashulia, Mirpur, and Narayanjong. For this reason, the study area has been selected randomly by following cluster sampling technique so that the randomness of sampling can be ensured. In the cluster sampling, the population of the study is divided into different clusters on the basis of geographical areas and then either the cluster or elements of cluster or both is selected randomly in selecting the samples of the study for analyses. Besides, cluster sampling is appropriate when the list of elements of population is unavailable and the attitudes and characteristics of the elements within the cluster are heterogeneous (Zikmund, 2010).

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According to Sekaran (2003), geographical based cluster sampling technique gains wider acceptance in the study when the population of the study is located in different geographical areas. Thus, cluster sampling method of probability sampling has been considered for the determination of samples in this study. The characteristics of probability sampling are ensured in this study since the selection of clusters is performed randomly for the survey (Zikmund, 2003). Therefore, the present study is conducted by cluster sampling method where the randomness of sampling was satisfied in this study which is regarded more suitable in quantitative analysis (Anderson, 2004).

There are some justifications for using cluster sampling method for the present study. *Firstly,* the garment factories at Dhaka division have been established mainly in 5 different geographical areas and the characteristics of the elements of each area is heterogeneous as suggested by Zikmund et al. (2010). *Secondly,* the characteristics of a cluster represent the characteristics of the entire population (Zikmund et al., 2010) since various types of factories are located in each cluster. *Thirdly,* conduction of cluster sampling requires less time and money for collection of data (Zikmund et al., 2010).

In this study the population covers the individual operational level employees working at different garment factories located at Dhaka division in Bangladesh. The total number of operational employees working at the garment factories in Dhaka division is about 1.88 million. The garment factories in Dhaka division mainly situated at the areas of Gazipur, Savar, Ashulia, Mirpur, and Narayangonj, thus the population in each cluster would be 0.376 million on an average. Different sizes of factories in terms of employees and investment have been established in these areas. Therefore, the expected samples have been drawn from one of the clusters selected randomly from the 5 clusters.

Once reached to a settlement about expected number of clusters of this study then the simple random sampling technique was used to obtain one cluster from 5 clusters. The names of the location of the clusters were written separately in 5 different pieces of papers and placed them in a box for the purpose of selecting one cluster randomly. Then, the researcher mixed up the paper properly and asked a five years old girl to pick any one of them from the box as followed by Joarder (2012). Thus, it was expected that the possibility of draw of any cluster is equal. Hence, the characteristics

of simple random sampling were satisfied. As a consequence of this procedure the randomly selected area was Ashulia at Dhaka division in Bangladesh. Therefore, the survey of this study was performed in Ashulia selected randomly for getting desired number of samples because one cluster have enough population for this purpose.

The factories of the selected cluster have been categorized into three groups for ensuring the representation of all sizes of factories in this study since the different sizes of factories have been established in each of the cluster. Group ‗A' includes the factories having less than 500 employees; Group ‗B' contained factories having 500 to less than 1,000 employees, and Group ‗C' consisted of factories having 1,000 or more employees. The reason behind the categorizing of the garment factories is to ensure the representation of employees working at different sizes of factories. Furthermore, the representation of the samples of this study is proportional to the group in accordance of total population because accurate estimation is achieved when number of samples of a group changes with the changes of population of the group (Zikmund et al., 2010).

Table 4.3 represents the summary of sampling technique of this study.

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Table 4.3

Proportionate Cluster Sample Size

Category of Factory by Employee Size	Randomly Selected Factory (F)	Number of Elements (NF)	Proportionate Ratio of Population (NF/N)	Proportionate Sample Size (NF/N) x n	Sample Size (Rounded)
Group ‗C'	Shanta Garments	1,242	0.09	34.27	34
	Expreance Garments	1,769	0.12	48.81	49
	Youngone Ltd.	2,546	0.18	70.25	70
	Lane Fashion	1,567	0.11	43.24	43
	Found Ten Garments	1,654	0.12	45.64	46
	Doren Garments	1,958	0.14	54.03	54
	Grameen Garments	1,843	0.13	50.85	51
Group ‗B'	Kushiara Garments	728	0.05	20.09	20
	Hamim Garments	553	0.04	15.26	15
Group ‗A'	Sharmin Garments	347	0.02	9.57	10
Total		N=14,207			n=392

Source: The Researcher

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The number of small, medium, and large garment factories in Ashulia is 13, 29, and 96 respectively (BGMEA, 2016). Hence, the ratio of small, medium, and large category of factories is 1:2:7 at the Ashulia area of Dhaka division in Bangladesh. Thus, the expected number of factories selected randomly from the each category of factories following the above ratio under stratified sampling technique. As a result, one factory selected randomly from 13 small size factories, two factories selected randomly from 29 medium size factories and seven factories selected randomly from 96 large size factories. Since the number of employees (elements) of the selected factories in each stratum (categories ~~"A"~~, ~~"B"~~, and ~~"C"~~) is not equal, thus, the proportionate number of samples has been selected by using simple random sampling method from the list of employees of the respective factory. In a nutshell, this study initially follows cluster sampling method, then the factories under randomly selected cluster are grouped into three categories by using stratified sampling method, and finally simple random sampling method is applied for the proportionate selection of samples from the selected factories (Figure 4.3).

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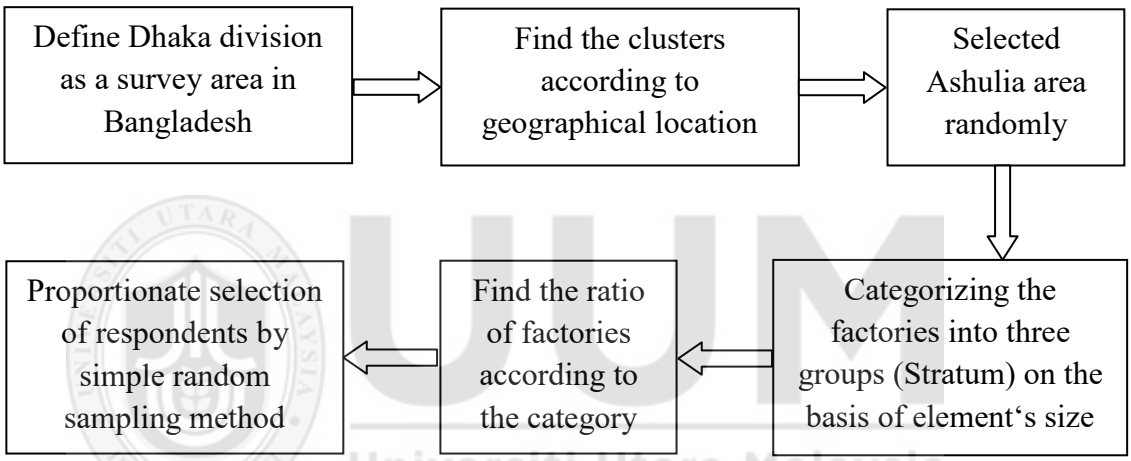
In this study, the collection of expected number of data set for analysis under cluster sampling method is followed by five steps begins with the identification of study population (Gay & Diehl, 1992). The population of this study area is about 1.88 million operational level garment employees. Secondly, determination of sample size of this study is 384 as suggested by the majority of the researchers (Sekaran, 2006; Sekaran, 2003; Conan et al., 2001; Krejcie & Morgan, 1970). The third step is to define rational number of cluster. In the present study the rational number of clusters are five which have been identified by assessing the location of garment factories established at the Dhaka division in Bangladesh. After that, average number of

population per cluster has been identified. In this case, average number of population per cluster became 3,76,000 (total population divided by number of cluster). Thus, at the last stage, it is signified that one cluster is enough to have expected number of samples. Therefore, data collected from the operational employees working at the garment factories in Ashulia area for the analyses of data in this study. The Figure 4.3 represents the sequence of sampling technique:



Source: The Researcher

Figure 4.3

Sequence of Sampling Technique

4.9 Data Collection Method of the Study

The data of the present study have been collected by the distribution of questionnaires among the randomly selected employees who are working in the randomly selected garment factory. The questionnaire of the study has been translated into Bengali because the education level of the operational level garment employees is low (Sikdar et al., 2014) to understand English. The translation of questionnaire has been certified

by the expert that the translation of questionnaire into Bengali has been done from English version accurately (Appendix – R). After getting certification the required number of questionnaires was copied for distribution to the expected respondents. Moreover, before distribution of questionnaires to the respondents a cover letter was affixed on the top of the questionnaire explaining the study purpose. The cover letter of the survey questionnaires assure the individual respondents about the confidentiality of their given information and promise them about non-discloser of individual information rather it would be used only for academic purpose. Thus, these ethical guidelines make respondents confident to provide accurate opinions on the items of the questionnaire especially answering sensitive statement like employee relations with the supervisor. In this study, 600 questionnaires have been distributed among the operational level employees who are working in the garment factories at Ashulia of Dhaka division in Bangladesh so that at least expected 384 useable number of questionnaires can be received (Salkind, 2012).

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In this study some measures have been considered to enhance the response rate of the questionnaire. *Firstly,* the importance of the survey highlighted in the cover page of the questionnaire so that the respondents become interested to fill-in the questionnaire. This attempt was expected to make sense in the respondents‘ mind that the research is important and to be filled-in the questionnaire with care. *Secondly,* a token gift (an attractive ball-point pen) has been offered as a positive reception of respondents‘ efforts to complete the survey questionnaire by the least possible time. *Thirdly,* a reminder phone call has been made to the respondents after a reasonable time like two or three weeks from the distribution of questionnaire. The researcher believes that reminder phone call have an impact in increasing response rate of the

survey because some respondents may forget about the questionnaire due to job pressure, family affairs, or other busyness. In addition, the respondents are not given any pressure to return the questionnaire quickly; however, sufficient time has been given them to fill-in the questionnaire. The entire data collection process has been completed by a period of three months.

4.10 Data Analyses of the Study

At the beginning of data analysis, the data have been keyed-in in the SPSS datasheet using SPSS software of version 23.0 (IBM Corp.: Armonk, NY, USA) software for the analyses after completion of the data collection process. The data have been analyzed through both descriptive statistical tools and Structural Equation Modeling (SEM) technique. SEM regarded as second generation multivariate analysis technique which made an avenue for the researchers to carry out path-analytic modeling with the latent constructs (Hair, Hult, Ringle & Sarstedt, 2017; Fornell, 1987). Moreover, researchers enjoy more flexibility in SEM while interaction between theory and observed data (Chin, 1998). The two well known fundamental approaches for SEM analysis are covariance-based structural equation models (CB-SEM) analysis (conducted through the software like AMOS, LISREL, and EQS) where normal distribution of data is essential, and the another is variance-base structural equation modeling (VB-SEM) conducted by using SmartPLS software widely known as partial least squares to structural equation modeling (PLS-SEM) analysis where distribution of data whether normal or non-normal does not matter.

Initially, the response rate of the variables of the study has been identified. The response rate of the questionnaire is determined by the ratio of distributed

questionnaires and the returned questionnaire. The descriptive statistics is conducted to find out the demographic characteristics of the respondents like age, job position, job tenure, education level, gender, and marital status through the calculation of frequencies and percentage of the sample of this study.

PLS path modelling integrates econometric perspective that focuses on prediction and psychometric concepts where latent constructs (unobserved variables) are developed by multiple observed measures (also known as manifest variable or indicator or item). Therefore, PLS path modelling has been used to measure the relationship among HRM practices (training and development, compensation, job security, promotion opportunity, employee relations with supervisor), employee engagement and employee performance in this study. In addition, a statistical model has been developed in this study on the basis of the constructs of this study.

In the present study there are some reasons behind the use of PLS method to SEM. **Firstly**, although PLS-SEM path modeling and traditional regression analysis are quite similar but PLS-SEM provides additional opportunity of estimating relationship between the constructs (in structural model) and relationship between indicators and their respective construct (in measurement model) concurrently (Duarte & Raposo, 2010; Chin, Marcolin, & Newsted, 2003; Lohmöller, 1989). **Secondly**, the PLS (Partial Least Squares) approach to SEM (Structural Equation Models) provide flexible and useful technique for building statistical model (Hair et al., 2012a; Henseler, Ringle & Serstedt, 2012; Chin, 2010; Henseler, Ringle & Sinkovics, 2009). The investigation and analysis of complex as well as large path model in exploratory fashion can be conducted by PLS for its flexible and exposure nature. **Thirdly**, PLS ensures soft modeling technique which can be run for both non-normal and normal

distribution of data (Hair et al., 2014; Chin, 1998) with small sample size for accurate prediction whereas covariance-based approach requires the data with normal distribution (Chin & Newsted, 1999). **Fourthly**, as a soft modeling technique PLS can accommodate theoretical, distributional, practical, and measurement condition (Hair et al., 2011). **Finally**, PLS generates scores for the components of latent constructs by weighted sum of indicators (Chin & Newsted, 1999). Therefore, PLS-SEM measures determinate values that are obtained for predictive purpose for the latent constructs and produce maximum variance for the endogenous constructs.

The analyses of this study has been conducted through PLS approach by two steps. One is building and testing of measurement model, and the other is building and testing of structural model.

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4.10.1 Descriptive Statistics

At the beginning of the data analysis the descriptive statistical analysis were done with the demographic variables. In this stage, respondents‘ demographic characteristics such as age, gender, education level, marital status, job position and job tenure were analyzed through descriptive statistical tools like frequency distribution and percentage. This analysis provides an overall state of affairs about the respondents of the study. The demographic profile of the respondents was analyzed through the SPSS software 23 version.

4.10.2 The Measurement Model Assessment

The assessment of measurement or outer model has been conducted at the first stage of PLS-SEM analysis approach. The relationship between observable variables (items / indicators / manifests) and underlying unobserved construct is identified by the assessment of outer or measurement model. Therefore, suitable items have been used for the operationalization of the construct as suggested by Churchill (1979). Subject to the relationship between latent construct and their respective items (indicators / observable variables) there may have formative or reflective indicators. Moreover, measurement model can be assessed with either formative and reflective indicators together or exclusively any of them (formative or reflective) while observed constructs are developed (Fornell & Bookstein, 1982). Furthermore, the operationalization of construct is either conducted through formative or reflective indicators depends on the theoretical support (Hair et al., 2014). The measurement model of the present study has been developed through reflective indicators because the indicators of the respective constructs that are used in this study resemble to the reflective nature with the constructs (i.e., items are caused by the construct). In addition, in measurement model analysis, the loadings for each item have been calculated to define the constructs theoretically. Moreover, the measurement model examined that the items (survey instrument) used for measuring the construct is reliable. In addition, the validity of the model of the study is examined to measure the soundness of the items.

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4.10.2.1 Indicator Reliability

The indicator reliability signifies which portion of an indicator‘s variance explained by underlying latent construct. The higher outer loadings of construct signify that indicators association is common in describing the construct. The standardized outer loading ≥0.708 is acceptable by the rule of thumb so that each indicator‘s variance become >0.5 for explaining the latent construct. Because indicator‘s outer loading more than 0.708 is the number square (0.708^2) equals 0.5 although 0.70 is acceptable as it very close to 0.708. This threshold value implies that the variance shared between the construct and its indicators is larger than the measurement error variance (Vinzi, Lauro & Tenenhaus, 2003; Bohrnstedt, 1970). In case of newly developed scale the loadings are observed weak, however, in case of reflective indicators in PLS model the indicators outer loadings <0.4 should be removed from the model (Hair et al., 2014; Hair, Ringle & Sarstedt, 2011; Hulland, 1999).

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4.10.2.2 Composite Reliability (Internal Consistency)

Traditionally, internal consistency is measured through Cronbach‘s alpha which estimates the reliability of the observed variables (items / indicators) on the basis of internal correlations. Cronbach‘s alpha, in general, have a propensity to underestimate internal consistency due to its (Cronbach‘s alpha) sensitiveness to the number of items (observations) in the scale. Since PLS-SEM emphasizes on individual reliability of the indicators, thus, composite reliability (ρ_c) has been preferred in this study in measuring internal consistency reliability to overcome the limitations of Cronbach‘s alpha.

The value of composite reliability in PLS-SEM varies from 0 to 1.0 where higher value signifies higher reliability. The values ranges between 0.6 and 0.7 are acceptable although values from 0.7 to 0.9 considered as satisfactory for high level research work but the value of Cronbach's alpha >0.95 signifies that all the items are measuring the same construct thus regarded invalid to measure the construct (Nunnally & Bernstein, 1994). In this connection, Rossiter (2002) opines that adverse consequence appears when redundant items are used to measure the content validity.

4.10.2.3 Convergent Validity

Convergent validity examines the extent of positive correlation with alternative measures (indicators) of the same construct (Hair et al., 2014), which has been conducted in the present study. Indicators outer loading is considered for the establishment of convergent validity and average variance extracted (AVE) is a common measure to examine convergent validity of the construct. AVE includes the variance of indicators captured by the construct compared to total variance, including the variance come from measurement error. The AVE value <0.5 indicates that the items contain more error than the variance explained by the construct, thus, AVE value >0.5 is acceptable (Rodgers & Pavlou, 2003; Homburg & Giering, 1996). Generally, the indicators deletion process assists to increase the AVE values.

4.10.2.4 Discriminant Validity

The extent of dissimilarity of one construct from other constructs through empirical standards is known as discriminant validity. Two methods are available to examine

the discriminant validity such as Fornell-Larcker criterion, and Cross loadings method. The shared variance of latent variable and its indicators should be greater than the variance shared with other latent variables (Hulland, 1999). The above two methods of discriminant validity have been applied in this study for examining the discriminant validity.

4.10.3 The Structural Model Assessment

At the second stage, PLS-SEM path modeling technique has been used to analyze the structural model or inner model of this study. Structural model examines the relationship among the constructs developed in accordance of the hypotheses of the study. In addition, theoretical and logical reasons were followed while relationship among constructs has been hypothesized. Thus, the results of PLS-SEM structural model of this study examined the predictive power of the model and the relationship among the constructs (Hair et al., 2014).

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4.10.3.1 Collinearity Assessment

At the beginning of the assessment of structural model the correlations of the predictor variables has been examined through collinearity test. In this connection, each subpart of structural model and the predictor constructs have been examined separately. For assessing collinearity level for this study computation of tolerance for each construct and indicator have been measured. Tolerance is the variance of one indicator which not been explained by the other indicators in the same block. Moreover, variance inflation factor (VIF) was done as a measure of collinearity which

also known as reciprocal of tolerance. The values of tolerance >0.20 and VIF<5.00 is the acceptable limit and the values beyond these limit meaning that there is a collinearity problem (Hair et al., 2011).

4.10.3.2 Path Coefficient

The path coefficient of the model examines the loadings for the paths between the constructs with t-value for identifying significance level. The path coefficient value ranges from -1 to +1. The positive value close to +1 signifies strong positive relationship and vice versa for negative value, while the value closer to 0 signifies weaker relationship and close to 0 signifies not significant. In this connection, data have been run by 5000 bootstrapped sample and 0 cases per sample (Hair et al., 2014; Henseler et al., 2009). The bootstrapping procedure of this study produced the path coefficients (β) values which have been used to identify the path significance through computed t-statistics of the structural model.

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Moreover, p-values and bootstrapping confidence interval have been reported in this study. Although it is argued that all the three significance testing is not essential to report as they produce the similar conclusion, in spite of this, it is done for more clarification.

4.10.3.3 Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the predictive accuracy of the model. R^2 represents the combined effects of all exogenous latent variables on the endogenous latent variable. Thus, R^2 value has been assessed to measure how PLS-

SEM model predicts the data set of this study. The more the value of R^2 means the more variance in the observed items. The values of R^2 fall between 0 and 1, where higher values signify higher predictive accuracy. More specifically, R^2 values for endogenous variables by 0.75, 0.50, and 0.25 shows substantial, medium, and low predictive accuracy respectively (Hair et al., 2011; Henseler et al., 2009).

4.10.3.4 Effect Size of Coefficient of Determination (f^2)

Effect size (f^2) referred to whether the deletion of specific exogenous latent variable from the model has substantial changes on endogenous construct variable in terms of R^2 (coefficient of determination) values. How each exogenous (independent) variable influence on the endogenous (dependent) variable of this study has been measured with the f^2 (effect size) values. The f^2 measures the variance explains for each exogenous variable in the model. The high, medium and low effect of exogenous construct is represented by the value of 0.35, 0.15, and 0.02 respectively (Hair et al., 2014; Cohen, 1998).

4.10.3.5 Predictive Relevance (Q^2)

The predictive relevance (Q^2) is a measure that examines the predictive relevance of the model as suggested by Stone-Geisser‘s criterion (Stone, 1974; Geisser, 1974), which is calculated through blindfolding procedures (Tenenhaus, 2005). Q^2 shows how well the empirical data with the help of model or PLS parameter can be reconstructed (Fornell & Cha, 1994). Predictive relevance (Q^2) of the model has been measured for this study to examine whether the model has predictive validity or not.

Usually, the value of Q^2 >0 is considered as good. The Q^2 value>0 proves that the observed values have been constructed well and the model has predictive relevance (Fornell & Cha, 1994; Chin, 1998b). Although two approaches such as cross-validated redundancy and cross-validated communality approach are available to calculate Q^2 value, the study followed the cross-validated redundancy method since it cover the element of path model for both structural model and measurement model (Wold, 1982).

Moreover, the relative impact of predictive relevance of the structural model on the observed measures for latent endogenous construct has also been calculated in this study. The relative impact of predictive relevance has been calculated by the measure of effect size of predictive relevance (q^2). The q^2 values such as 0.02, 0.15, and 0.35 signifies low, medium, and high predictive relevance respectively for a certain endogenous latent construct.

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4.10.4 The Assessment of Mediating Effect

The mediating effect is the indirect effect (via mediating variable) on the variance of dependent variable in relation to the direct effect of independent variable on the variance of dependent variable. The mediating effect of this study has been assessed by the calculation of VAF (Variance Accounted For) values. VAF values are obtained when indirect effect is divided by total effect. The VAF value <0.20 signifies no mediation and >0.80 signifies full mediation whereas the VIF value ≥0.20 and ≤0.80 is assumed to have partial or medium level of mediation (Hair et al., 2014).

4.11 Conclusion

The research methodology of this study has been thoroughly described in this chapter. The entire methodological plan of this study has been described sequentially that covers measurement scale of the variables, instruments of survey, study population, sample size and sampling method, data collection process, and statistical tools for data analysis in detail in this chapter. In addition, the procedure of pilot test of the study has also been discussed in this section. Moreover, procedure for reliability and validity test has been illustrated in this chapter in detail. Finally, the sequence of analysis of the assessment of measurement model and the structural model is presented in this chapter. Therefore, an overall idea about the methods of this study has been viewed through this chapter.

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CHAPTER FIVE

RESULTS AND DISCUSSION

5.1 Introduction

The main concern of this chapter is to report and discuss the results of the study based on the analysis of the data. In this connection, this chapter is designed and presented covering the relevant results from the analysis of data by using PLS-SEM technique. At the beginning of this chapter a brief discussion is presented regarding the data collection and responses of the respondents. The next discussion deals with the analysis of how the data is screened and prepared for the analysis of the latent constructs of the study through PLS-SEM analysis method. It covers the analysis of missing value, outliers, normality, multicollinearity, and common method variance and so on. At the last section of this chapter both the measurement model and structural model is assessed through PLS path modeling technique to find out the indicator reliability, internal consistency, convergent validity, discriminant validity, path coefficients, coefficient of determination, effects size, predictive relevance, and assessment of mediating effects. Therefore, the chapter is expected to provide all relevant results of the study generated through PLS-SEM to have an overall situation of the ready-made garment industry in Bangladesh.

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5.2 Data Collection and Response Rate

The data collection of this study has begun in the mid of November 2016 and ended in the mid of February 2017. During this time couple of initiatives such as reminder text

message (Sekeran, 2003) and phone call (Traina, MacLean, Park & Kahn, 2005; Salim Silva, Smith, & Bammer, 2002) has been made to some respondents after one month of questionnaire distribution for getting back the filled-in questionnaires within the least possible time. A total of 600 questionnaires have been distributed in ten different garment factories located at Ashulia in Dhaka division of Bangladesh which is about 1.5 times of the expected number of filled-in questionnaires as suggested optimistically by Salkind (2012). Although it is suggested by Hair, Wolfinbarger, Ortinau, & Bush (2008) that distributed questionnaire should be doubled than of expected returned questionnaires to increase the response rate, but from the experience of researcher it is seen that the operational level employees are comparatively show more interest in filling survey questionnaire. Thus, the researcher was optimistic in getting back expected 384 filled-in questionnaires from the distribution of 600 questionnaires.

In this study, 409 questionnaires were returned meaning that about 68.17 percent questionnaires have been returned. According to the definition of Jobber (1989) regarding the responses of respondents is that 65 percent response rate deemed satisfactory. Therefore, the response rate of this study is satisfactory enough in the sense that Sekaran (2003) viewed 30 percent response rate is good enough for survey. Moreover, few scholars (Iacobucci & Churchill, 2009; O'Sullivan & Abela, 2007) opine that 12 to 20 response rate is satisfactory while conducting survey method for collecting data.

Table 5.1 represents the summary of the distributed questionnaires and response rate:

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Table 5.1

Distribution of Questionnaires and Response Rate

Description	Numbers	Percentage
Number of distributed questionnaires	600	100.00
Total returned questionnaires	409	68.17
Usable returned questionnaires	392	65.34
Incomplete returned questionnaires	17	2.83
Unreturned questionnaires	191	31.83
Valid response	392	65.34

Source: The researcher

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5.3 Data Screening and Preparation for Analysis

Data screening indicates the checking of initial mistakes and probable violations occur with key assumptions concerning to the application of multivariate data analysis technique (Hair et al., 2014; Hair, Money, Samouel & Page, 2007). It involves series of activities such as data coding, entry error detection, analysis of missing values, outliers, normality, multicollinearity, common method variance etc. In fact, initial data screening assists researchers to understand whether the data set is suitable for further analysis.

5.3.1 Data Coding and Detection of Entry Error

The collected data of this study have been coded and keyed in to the computer with the help of SPSS (Statistical Package for Social Science) software version 23.0 (IBM Corp.: Armonk, NY, USA). Moreover, the variable view of the SPSS has been

customized that suit the objectives of the analysis. Firstly, the cases of data were given a serial number so that the outliers can be detected easily. Secondly, the demographic variables have been labeled appropriately. Thirdly, the items of the latent constructs of the study have labeled with separate codes. For instance, items of employee training and development have been labeled with TD_1 to TD_4; items of employee compensation have been labeled with COM_1 to COM_5; item of job security have been labeled with JSEC_1 to JSEC_3; items of employee promotion opportunity have been labeled with PRO_1 to PRO_4; items of employee relations with supervisor have been with ERS_1 to ERS_8; items of employee engagement have been labeled with ENG_1 to ENG_9; and, items of employee performance have been labeled with PER_1 to PER_7 in the separate column respectively. The decimal point, width, values, and type are also specified accordingly as suggested by Green and Salkind (2010) and, Coakes and Steed (2009). Finally, after completion of data entry the frequency distribution has been run with the data set to detect the values _beyond the range' for the purpose of detection of entry error. The frequency distribution table showed 13 entries beyond range meaning that 13 entry errors occurred, therefore, corrected them properly.

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5.3.2 Analysis of Missing Value

There are a number of analysis tools including PLS which cannot be operated with the missing value (Hair, Black, Babin & Anderson, 2010). Missing value occurs if respondents intentionally or unconsciously fail to answer any or few questions (Hair et al., 2014). However, the first consideration is to identify the pattern and volume of missing value for its further treatment. The missing value of this study observed

completely at random with 4 values (0.026 percent) among the items of all constructs. Therefore, the pattern of missing values in this study is not expected to affect adversely on the analysis of data (Hair et al., 2016; Hair et al., 2014).

Another consideration of handling missing values depends on it volume, however, different volume of missing value is treated differently. Although there is no hard and fast rule for the treatment of missing values of a data set for statistical interpretation, however, few researchers come to a consensus that 5 percent or less missing value is not significant (Tabachnick & Fidell, 2007; Schafer & Olsen, 1998). Several studies (Hair et al., 2014; Tabachnick & Fidell, 2007; Little & Rubin, 1987; Raymond, 1986) recommend as a rule of thumb that mean replacement is the solution when the missing values are less than 5 percent per indicator. In this study, total data points of the latent constructs are 15,680 in which only 4 values are missing that stands 0.026 percent missing values. On the other hand, total data point of the demographic variable are 2,352 where the number of missing value is 8 which stand 0.34 percent. Thus, from the entire data set total data point is 18,032 in which 12 values are missing, thus stand 0.067 percent missing values on an average. Therefore, the missing value contains in the latent constructs of this study are replaced by the mean value.

From the SPSS data set, employee engagement construct has two (2) missing values while employee compensation and employee performance construct has one (1) missing value each. Additionally, eight (8) missing value were found among the demographic variables of the employees. The SPSS output of item-wise missing value is given in the Appendix – C.

Table 5.2 represents the summary of construct-wise and demographic variables‘ missing values.

Table 5.2

Total and Percentage of Missing Values

Variables	Missing Value	Total Data Point
Employee Training and Development	0	1,568
Employee Compensation	1	1,960
Employee Job Security	0	1,176
Employee promotion Opportunity	0	1,568
Employee relations with Supervisor	0	3,136
Employee Engagement	2	3,528
Employee performance	1	2,744
Employee demographic profile	8	2,352
Total	12	18,032
Percentage	0.067	100.00

Note: Missing value percentage is calculated in dividing the total missing values by the total data points of the entire data set and multiplied by 100.

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5.3.3 Analysis of Outliers

Outliers denote the extreme response of a certain question or some of the questions or all of the questions contained in a questionnaire which are substantially differ from the rest of the data set (Hair, Hult, Ringle & Sarstedt, 2013). Outliers causes inconsistency among the rest of the data set (Barnett & Lewis, 1994)), therefore, the outliers in data set could have severe misrepresent in the regression coefficient and produce unreliable results of the study which are based on regression analysis (Verardi & Croux, 2008). Therefore, outliers negatively affect on the findings of

statistical data analysis (Hair et al., 2014; Kumar, Talib & Ramayah, 2013; Iacobucci & Churchill, 2004).

The examination of outliers and corrective measures are essential to administer if any outliers are detected in the data set for getting reliable results from statistical data analysis. Several approaches are available in detecting univariate and multivariate outliers but Mahalanobis distance is commonly followed in the study (Pallant, 2011; Tabachnick & Fidell, 2007) because this method examine each observation‘s position by comparing the all observations of the variable set (Hair et al., 2007).

In SPSS software version 23.0, linear regression was run to determine the value of Mahalanobis distance. In this case, SPSS created a new column by the name of MAH_1 in the SPSS data set for each case which is compared with the value of Chi square. If any value of Mahalanobis distance (D_2) is higher than Chi square value meaning the existence of outlier as a rule of thumb (Pallant, 2011). For the computation of Chi square value this study followed Walker‘s (2014) Chi square calculator (Appendix – D). In this study, for all the 40 observed variables the recommended Chi square threshold become 66.766 (p=0.001) whereas the value of Mahalanobis distance is 54.825 at 0.005 level which is lower than respective Chi square value meaning that multivariate outliers is absent in the data set of this study.

Table 5.3 represents the values of Mahalanobis distance (D_2) for the latent constructs of this study for measuring outliers.

Table 5.3

Residual Statistics from SPSS Outputs

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.85	6.96	6.34	.476	389
Std. Predicted Value	-5.236	1.303	-.004	1.003	389
Standard Error of Predicted Value	.101	.194	.150	.015	389
Adjusted Predicted Value	3.93	7.06	6.34	.476	389
Residual	-1.103	1.022	.002	.490	389
Std. Residual	-2.153	1.996	.004	.957	389
Stud. Residual	-2.279	2.106	.005	1.001	389
Deleted Residual	-1.236	1.137	.003	.536	389
Stud. Deleted Residual	-2.293	2.116	.005	1.002	389
Mahalanobis Distance	**14.099**	**54.825**	**32.919**	**6.605**	389
Cook's Distance	.000	.018	.003	.003	389
Centered Leverage Value	.036	.141	.085	.017	389

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5.3.4 Test of Normality

Normality of data produces a bell-shaped curve where higher frequency scores are concentrated in the middle and smaller frequencies are to the extremes (Gravetter & Wallnau, 2007). Normal distribution of data are followed by majority of the statistical analysis, especially covariance based structural equation modeling (Hair et al., 2007; Chin et al., 2003). In general, PLS-SEM has no assumption about distribution of data

since PLS-SEM is variance based (Hair et al., 2014). Several studies traditionally assume that PLS-SEM can provide accurate estimation of model with extremely non-normal data (Reinartz et al., 2009; Wetzels, Odekerken-Schroder & Van Oppen, 2009; Cassel, Hackl & Westlund, 1999).

Nonetheless, the traditional assumption about PLS-SEM to deal with non-normal data became a matter of question. Hair et al. (2007) opines that distribution of data is important to assess the inferential statistics, although Lohmöller (1989) is reluctant to perform normality test. Recently, Hair et al. (2012) suggests performing normality test of the dataset since highly skewed or kurtosis data can inflate the estimates of standard error obtained from the bootstrapping (Chernick, 2008) which consequentially can underestimate the statistical significance of path coefficients (Dijkstra & Henseler, Ringle & Saestedt, 2015; Ringle, Sarstedt & Straub, 2012; Dijkstra, 1983).

According to Tabachnick and Fidell (2007), test of data normality should include graphics and statistical calculations, such as, probability plots (Q-Q Plot), scattered plots, Kolmogorov-Smirnov test, Shapiro-Wilks test, assessing of Skewness and Kurtosis. In essence, Hair et al. (2014) suggests examining skewness and kurtosis for normality test rather Kolmogorov-Smirnov and Shapiro-Wilks test as these tests produce limited guideline whether the data too far from normally distributed data. Moreover, Field (2009) opines that when the sample size is 200 or more the shape of graphical data distribution should be considered than the value of skewness and kurtosis because large sample size reduces the standard error thus inflate the statistics of skewness and kurtosis. The value of skewness and kurtosis statistics are within ±1.0 or the z-value remain within the limit of ±2.58 meaning that the data set is

normally distributed (Hair et al., 2007). When skewness or kurtosis is divided by standard error thus obtained z-value (Pallant, 2011).

In this study, the skewness and kurtosis statistics as well as z-value exceeded the cut-off value (Appendix – E) thus indicates that the data set is not normal. Similarly, Kolmogorov-Smirnov and Shapiro-Wilks test were conducted where also reveal that all the items are significant at $p<0.001$ level (Appendix – F) thereby indicates the violation of normal distribution of data. Therefore, the conclusion is that the data set is not normally distributed, but graphical data distribution can be considered in this situation. Field (2009) suggests examining histogram and normal probability curve for making decision on normality distribution. The figure 5.1 shows that the curve pattern is almost normal since all the bars on the histogram are very close to normal distribution curve. Thus, it is proved that the data set of this study fulfilled the assumption of normal distribution.

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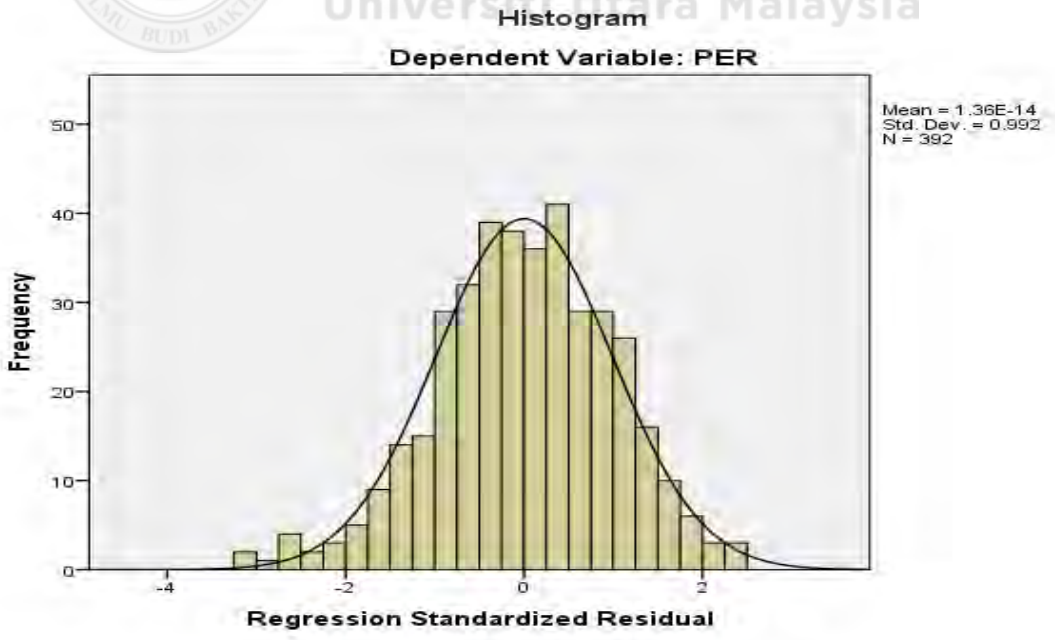

Figure 5.1

Histogram and Probability Curve

5.3.5 Test of Multicollinearity

Multicollinearity signifies a situation where two or more exogenous latent constructs are highly correlated in the multiple regression model (Sekeran & Bougie, 2013; Hair et al., 2010). The estimation of regression coefficients and statistical significance of the exogenous constructs can substantially be distorted when the multicollinearity existed among the exogenous latent constructs (Cooper & Schindler, 2011; Hair et al., 2006; Chatterjee & Yilmaz, 1992). Moreover, the existences of multicollinearity decreases the path coefficient (beta) value while increase the standard error; thus, lessen the statistical significance by decreasing t-value (Hair et al., 2007; Field, 2009; Tabachnick & Fidell, 2007).

The expected perfect situation is that the relationship between exogenous and endogenous construct would be high linear correlation while low relationship is predicted among exogenous latent constructs. In the analysis of multiple regression models like SEM analysis the exogenous constructs are assumed not to be correlated since the higher the correlation among independent variables (multicollinearity) the lower the relationship between independent and dependent variable. Consequently, the influence of predictor variables on the outcome variable(s) is difficult to explain due to the presence of multicollinerity (Field, 2009; Hair et al., 2010). Therefore, multicollinearity is tested as it adversely affect on the results of the study and conclusion.

For the detection of multicollinearity two methods are commonly used in the studies such as exogenous constructs‘ correlation matrix, and variance inflation factor (VIF) and tolerance value assessment (Peng & Lai, 2012; Chatterjee & Yilmaz, 1992). In

this study both the methods are applied to detect whether any multicollinearity existed among the exogenous latent constructs.

Firstly, the correlation matrix assesses whether any of the two predictor variables are highly correlated (Hair et al., 2010; Tabachnick & Fidell, 2007). It is recommended that the correlation between any of the exogenous variable more than 0.90 is expected to have multicollinearity. Table 5.4 represents the correlation matrix of the exogenous latent constructs.

Table 5.4

Correlation Matrix of the Exogenous Latent Constructs

Constructs	1	2	3	4	5	6
Compensation	**1.000**					
Employee Eng.	0.534	**1.000**				
Employee Relations	0.592	0.503	**1.000**			
Job Security	0.657	0.579	0.583	**1.000**		
Promotion Opp.	0.666	0.589	0.571	0.645	**1.000**	
Training & Dev.	0.607	0.568	0.558	0.624	0.582	**1.000**

From the table 5.4 it is depicted that the maximum correlation between employee promotion opportunity and employee compensation is 0.666 which is lower than the benchmark value meaning that no multicollinearity exists among the exogenous latent constructs.

Secondly, the examination of VIF and tolerance value is performed to detect the multicollinearity. The tolerance value <0.10 and the VIF value >10.0 are suggested

that serious multicollinearity existed (Hair *et al.*, 2010; Amoroso & Cheney, 1991). Additionally, Hair et al. (2011) recommends that the tolerance value >0.20 and the VIF value <5.0 meaning that there is no multicollinearity among the exogenous latent constructs. Table 5.5 represents the tolerance and VIF value of the exogenous constructs for the examination of multicollinearity.

Table 5.5

SPSS output for Tolerance and VIF Values

Model	Unstandard. Coefficients		Standard. Coeffic.	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.741	.164		4.516	.000		
TD	.117	.031	.140	3.771	.000	.457	2.186
COM	.156	.036	.177	4.387	.000	.387	2.584
JSEC	.112	.032	.136	3.447	.001	.401	2.492
PRO	.145	.032	.177	4.563	.000	.415	2.409
ERS	.240	.040	.251	6.018	.000	.362	2.764
ENG	.149	.036	.154	4.190	.000	.466	2.145

Dependent Variable: PER

From the Table 5.5 it is evident that the highest value of VIF is 2.764 which is lower than 5.0 and the minimum tolerance value is found 0.362 which is higher than 0.20. Therefore, it is concluded that there is no multicollinearity among the exogenous latent constructs. The item-wise VIF and tolerance values are given in Appendix – G.

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5.3.6 Common Method Variance

Common method variance (CMV), alternatively known as Mono Method bias or common method bias (CMB) signifies the spurious variance that is attributable to the measurement method rather than the constructs the measures are assume to represent (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method bias becomes an issue when self-report survey is used for collection of data (Spector, 2006; Podsakoff et al., 2003; Lindell & Whitney, 2001). Because, the relationship between the variables increases through the self-report survey due to the biasness of respondents (Conway & Lance, 2010). For example, Organ and Ryan (1995) come to a conclusion from review analysis that self-report survey generates high correlations among the variables due to common method variance.

The study considered several realistic remedies so that the effects of common method variance can be minimized as suggested by several studies (Viswanathan & Kayande, 2012; MacKenzie & Podsakoff, 2012; Podsakoff, MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003; Podsakoff & Organ, 1986). Firstly, the participants are informed that there is no wrong or right answer about the items of the questionnaire for the reduction of evaluation apprehension. Secondly, participants are given assurance that the answers given by them will not be disclosed to anybody. Thirdly, the concept and language of the questionnaire were presented very simple, specific, concise and easily understandable way as a means of improving measurement scale of this study.

In this study, exploratory factor analysis (EFA) was done to assess whether the responses of the respondent are affected by common method bias suggested by Podsakoff and Organ (1986). In this procedure EFA through principal component was

administered with unrotated factor solution has been examined to determine the number of factors that have contribution to the variance in the variables of the study (Podsakoff & Organ, 1986). Here, the assumption pronounced by Harman's (1967) is that if a substantial amount of common method bias is presented then a single item or one variable would account for maximum of the covariance in the exogenous construct and criterion variables.

In accordance of Podsakoff and Organ (1986) procedure, and is supported by Devellis (2003) that all the items of the constructs are considered for factor analysis. The SPSS output shows that the analysis yield 7 factors for explaining 50.956 percent cumulative variances, where first factor explain 10.667 percent of the variance which is less than 50 percent of total cumulative variances (Kumar, 2012). Thus, the results indicate that respondents were not bias in answering the questions. Moreover, the results pointed out that no single item is accounted for majority of the variance in the predictor and criterion variables (Podsakoff et al., 2012). Therefore, it can be concluded that common method variance is not a major issue in this study and are unlikely to enhance the relationship between the variables measured. The results of exploratory factor analysis with principal component are given in Appendix – H.

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5.3.7 Test of Non-Response Bias

Non-response bias signifies the difference between the responses of respondents and non-respondents (Lamert & Herrington, 1990). In this connection, Armstrong & Overton (1977) present a time-trend extrapolation technique that compares the differences between early responses and late responses of the respondents, where late respondents assume to share the same characteristics of non-respondents. For the

minimization of non-response bias Lindner and Wingenbach (2002) suggest to achieve 50 percent of the responses. In accordance of Armstrong and Overton (1977) approach, the respondents are divided into two groups on the basis of time they took for providing responses. The respondents who provide responses within 30 days regarded as early responses and who provide responses after 30 days of questionnaire distribution are regarded as late responses (Vink & Boomsma, 2008). In this study, 245 respondents returned the filled-in questionnaire by 30 days and remaining 147 respondents deiver their filled-in questionnaire after 30 days which is 62.5 percent and 37.5 percent respectively.

For the assessment of non-response bias an independent sample t-test is administered for the detection of possible non-response bias of the variables of this study such as employee training and development, employee compensation, employee job security, employee promotion opportunity, employee relations with supervisor, employee engagement, and employee performance. Table 5.6 represents the results of independent samples t-test for non response bias.

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The table 5.6 reveals that the significance values of each of the variable is higher than 0.05 significant level of Levene‘s test for equality of variances meaning that equal variance significance values are viewed each of the seven variables of this study as suggested by Pullant (2011) and Field (2009). Thus, the assumption of equal variances between early responses and late responses has been confirmed. Hence, it is concluded that non-response bias is not a major issue of this study. Therefore, according to the suggestion of Lindner and Wingenbach (2002), since this study have 62.5 percent response rate thus the issue of non-response bias has no adverse effect on the generalization of this study.

Table 5.6

Results of Independent-Samples T-test for Non-Response Bias

Variables	Response Group	N	Mean	Standard Deviation	Levene's Test for Equality of Variances	
					F	Sig.
Employee Training and Development	Early Response	245	6.046	.5578	1.810	0.179
	Late Response	147	6.060	.5706		
Employee Compensation	Early Response	245	6.099	.4985	0.089	0.766
	Late Response	147	6.093	.5877		
Employee Job Security	Early Response	245	6.165	.5562	0.441	0.507
	Late Response	147	6.236	.6034		
Employee Promotion Opportunity	Early Response	245	6.070	.5478	0.934	0.334
	Late Response	147	5.998	.6252		
Employee Relations with Supervisor	Early Response	245	5.987	.4664	0.822	0.365
	Late Response	147	5.927	.5359		
Employee Engagement	Early Response	245	6.039	.4845	0.257	0.612
	Late Response	147	6.041	.4920		
Employee Performance	Early Response	245	6.329	.4613	0.024	0.877
	Late Response	147	6.256	.4878		

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5.4 Demographic Variables Analysis

The demographic profile of the respondents such as gender, age, education level, marital status, job position and job tenure are analyzed with the frequency distribution. Table 5.7 depicts the descriptive statistics of the respondents' demographic factors.

Table 5.7

Respondents' Demographic Profile

Gender of the Respondents

Gender	Frequency	Percentage	Cumulative Percentage
Male	48	12.2	12.2
Female	342	87.2	99.4
Non Response	2	0.6	100.0
Total	392	100.0	

Age of the Respondents

Age Group	Frequency	Percentage	Cumulative Percentage
18 Years – 22 Years	66	16.8	16.8
23 Years – 27 Years	241	61.5	78.3
28 Years – 32 Years	58	14.8	93.1
33 Years – 37 Years	20	5.1	98.2
38 Years – 42 Years	6	1.5	99.7
43 Years and Above	1	0.3	100.0
Total	392	100.0	

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Education Level of the Respondents

Education Levels	Frequency	Percentage	Cumulative Percentage
Below SSC	48	12.2	12.2
SSC	268	68.4	80.6
HSC	72	18.4	99.0
Bachelor	3	0.7	0.7
Non Response	1	0.3	100.0
Total	392	100.0	

Marital Status of the Respondents

Marital Status	Frequency	Percentage	Cumulative Percentage
Married	347	88.5	88.5
Unmarried	42	10.7	99.2
Divorce	1	0.3	99.5
Non Response	2	0.5	100.0
Total	392	100.0	

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Job Position of the Respondents

Job Positions	Frequency	Percentage	Cumulative Percentage
Sewing Operator	290	74.0	74.0
Cutting Man	17	4.3	78.3
Quality Inspector	21	5.4	83.7
Washing Man	12	3.1	86.7
Iron Man	17	4.3	91.1
Packing Man	15	3.8	94.9
Helper	20	5.1	100.0
Total	392	100.0	

Job Tenure of the Respondents

Job Tenure	Frequency	Percentage	Cumulative Percentage
Up to 3 Years	81	20.7	20.7
4 Years – 6 Years	216	55.1	75.8
7 Years – 9 Years	78	19.9	95.7
10 Years – 12 Years	11	2.7	98.4
13 Years and Above	3	0.8	99.2
Non Response	3	0.8	100.0
Total	392	100.0	

The majority of the respondents of this study are female accounted for about 87 percent while about 12 percent employees are male in the garment industry in Bangladesh. About the gender is concern, 2 respondents did not mention their gender while filling up their questionnaire. From the previous study it is evident that more than 80 percent of the employees in the RMG industry are female (Mahmud, 2012; Ministry of Labor and Employment, 2011). Therefore, the participation of employees in the survey of this study reflects that the female employees are dominating in this industry.

The distribution of age of the respondents conveys that the employees of the RMG industry are very young in Bangladesh. For example, 241 employees belong to the age group 23 to 27 which is approximately 62 percent. Additionally, 66 respondents belong to age group 18-22 years and 58 respondents belong to age group 28-32 years which is about 17 and 15 percent respectively. On the other hand, only 1 respondent belong to age group 43 years and above and immediate previous age group 38-42 years is represented by 6 respondents only. The earlier study (Ahmed & Raihan,

2014) showed that the employees of the RMG industry are very young. Thus, the finding of age related matter of this study complement the previous study.

The education level of the employees of the RMG industry in Bangladesh is comparatively low. The 68 percent respondents of this study have completed secondary school certificate (SSC) examination and 18 percent have passed higher secondary certificate (HSC) examination. On the other hand, 12 percent of the respondents could not complete SSC while only 0.7 percent has bachelor degree. The study of Sikdar et al. (2014) finds that the education level of garment employee is poor. In fact, the majority of the employees are coming from the rural poor families so that they merely can afford educational expenses (Ahmed et al., 2013) rather they want to engage themselves with income generating activities. Therefore, the majority of the operational level employees have less education in the RMG industry of Bangladesh.

The majority of the respondents in this study are found married which is in figured 342 or about 88 percent and 42 of them are unmarried accounted for about 11 percent. On the other hand, only 1 employee is found divorced and 2 respondents did not answer about their marital status. It is evident from the previous study that the majority of the lower level employees are married (Sikdar et al., 2014). Thus, the finding of this study comply the finding of earlier study.

In the operational level employees are found to work in different positions at the garment factories in Bangladesh. The main job in the garment factory is the fabrication of cloths. Thus, majority of the employees are found to work as a sewing operator. In this study 290 respondents‘ position is sewing operator which is 74 percent followed by quality inspector and helper with 5.4 and 5.1 percent

respectively. Additionally, 17 respondents designation were cutting man, 15 were iron man, and 12 were washing man which is about 4 percent, 4 percent and 3 percent respectively. Ahmad, Sayed, Khan, Faruquee, Yasmin, Saewar, Hussain, Begum and Selimuzzaman (2007) find that the maximum number of employees in the garment factories is working as a sewing operator. Therefore, the finding of the present study supports the previous study that sewing operators dominates in the germent factories in Bangladesh.

In terms of job tenure, the 216 respondents having 4 to 6 years job experience in their present factory which is about 55 percent. Moreover, 81 employees belong to experience level up to 3 years and 78 respondents are found to the experience level 7 to 9 years which is 20.7 and 19.9 percent respectively. On the other hand, 2.7 percent respondents having job experience between 10 to 12 years. Interestingly, 3 respondents have more than 13 years job experience and 3 respondents did not answered about their job tenure. The study of Rajapaksha (2015) find out that the employee turnover rate in the garment factory of Bangladesh is high. Therefore, the length of job in the same garment factory is found comparatively low.

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5.5 Descriptive Analysis of Latent Constructs

Descriptive analysis deals with the numerical summary of the variables by defining minimum, maximum, mean, standard deviation, and variance (Zikmund, 2010; Sekeran, 2006). In this study, the latent constructs are described by the computation of mean and standard deviation. The manifest variables of this study have been measured by using Likert‘s 7-point scale starting from _strongly disagree=1‘, _disagree=2‘, _somewhat disagree=3‘, _undecided=4‘, somewhat agree=5‘, agree=6,

and _strongly agree=7‘. Table 5.8 represents the descriptive statistics of the latent constructs of this study.

Table 5.8

Descriptive Statistics of the Latent Constructs

Latent Constructs	Items	Mean	Standard Deviation
Employee Training and Development	4	6.051	.562
Employee Compensation	5	6.097	.533
Employee Job Security	3	6.191	.575
Employee Promotion Opportunity	4	6.043	.578
Employee Relations with Supervisor	8	5.964	.494
Employee Engagement	9	6.040	.487
Employee Performance	7	6.301	.472

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The table 5.8 illustrates that the mean value of the latent constructs ranges from 5.964 to 6.301. The employee relations with supervisor yield lowest mean value (5.964) with standard deviation 0.494 while employee performance yield highest mean of 6.301 with standard deviation 0.472 of this study. Distinctively, the respondents of this study have lowest perception about employee relations with the supervisor, whereas, respondents‘ highest perception was about employee performance construct. The mean values of the remaining constructs reveals nearer to each other. In detail, the overall mean for employee job security, compensation, training and development, promotion opportunity, and employee engagement are found 6.191, 6.097, 6.051,

6.043, and 6.040 respectively. These latent constructs carried approximately average and almost similar perception of the respondents.

5.6 PLS-SEM Path Model Assessment

PLS-SEM path model establishes the relationship firstly, between the construct and the respective items of the construct, and secondly, between exogenous latent construct and endogenous latent construct. Recently, it is advised that the index of goodness-of-fit (GoF) is not suitable for the validation of the model (Hair et al., 2014; Henseler & Sarstedt, 2013). As a reason, Hair et al. (2013) argues that goodness-of-fit has no ability to separate invalid model from valid model. The main focus of PLS-SEM is to determine the difference or inconsistency between the value of manifest variables of the exogenous latent construct and the values predict by the model in question, thus, PLS-SEM judge the quality of model by the measure of model's predictive capability (Hair et al., 2014). Therefore, considering the suggestion of Henseler et al. (2009), the analysis of this study followed two steps procedure for getting appropriate results from PLS-SEM path modeling technique. The two steps procedures as suggested by Henseler et al. (2009) are:

1. **Assessment of measurement model or outer model:** The first step is conducted to assess the following quality criteria such as -
    a) Indicator reliability or individual item reliability,
    b) Composite reliability or internal consistency reliability,
    c) Convergent validity or average variance extracted, and
    d) Discriminant validity.

2. **Assessment of structural model or inner model:** The second step is conducted to assess the following evaluation such as –

    a) Path coefficients assessment

    b) Coefficient of determination (R^2)

    c) Effect size of coefficient of determination (f^2)

    d) Predictive relevance (Q^2)

    e) Effect size of predictive relevance (q^2)

    f) Assessment of mediating effects

5.7 The Measurement Model (Outer Model) Assessment

In PLS-SEM path model, the measurement model or outer model describes the relationship between latent constructs and their respective items (Hair et al., 2017; Tabachnick & Fidell, 2007; Anderson & Gerbing, 1988). The measurement model assesses the individual item reliability, internal consistency reliability, convergent validity and discriminant validity through the administering of PLS algorithm (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009). All the above mentioned measures are assessed on the basis of certain threshold or cutoff value ascertained by several scholars.

Figure 5.2 shows the measurement model of this study.

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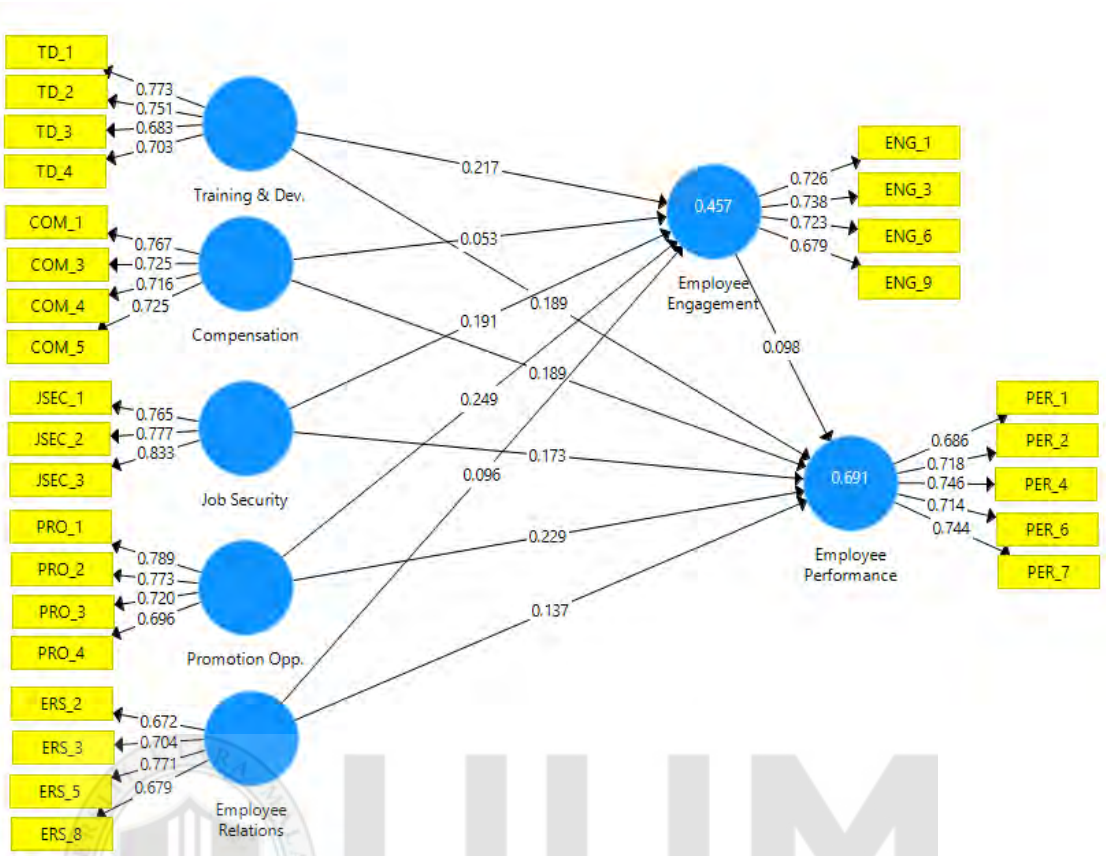

Figure 5.2

The Measurement Model

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5.7.1 Indicator Reliability

Indicator reliability or individual item reliability is assessed by investigating the outer loadings of every item of the constructs (Hair et al., 2016; Hair et al., 2014; Hair et al., 2012; Duarte & Raposo, 2010; Hulland, 1999). The value of outer loadings of the item less than 0.4 should be deleted from the model (Hair et al., 2014; Hair et al., 2011; Hulland, 1999), whereas, the individual outer loadings more than 0.7 are suggested to retained in the model (Hair *et al.*, 2011; Henseler *et al.*, 2009). Additionally, Hair et al. (2014) suggests that indicators outer loading ranges from 0.40 to 0.70 are considered for elimination only when indictor deletion increases the

average variance extracted (AVE) value above the recommended threshold. The AVE‘s value >0.50 is recommended (Hair et al., 2017; Chin, 1998). The outer loadings before deletion are specified in the Table 5.9 below.

Table 5.9

Indicators Outer Loadings (Before deletion)

Latent Constructs	Indicators	Standardized Loadings
Employee Training and Development	TD_1	0.774
	TD_2	0.753
	TD_3	0.680
	TD_4	0.703
Employee Compensation	COM_1	0.736
	COM_2	0.644
	COM_3	0.700
	COM_4	0.687
	COM_5	0.720
Employee Job Security	JSEC_1	0.773
	JSEC_2	0.772
	JSEC_3	0.831
Employee Promotion Opportunity	PRO_1	0.785
	PRO_2	0.778
	PRO_3	0.709
	PRO_4	0.707
Employee Relations with Supervisor	ERS_1	0.579
	ERS_2	0.598
	ERS_3	0.633
	ERS_4	0.602
	ERS_5	0.635
	ERS_6	0.565
	ERS_7	0.555
	ERS_8	0.592

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Employee Engagement	ENG_1	0.628
	ENG_2	0.665
	ENG_3	0.655
	ENG_4	0.577
	ENG_5	0.581
	ENG_6	0.639
	ENG_7	0.578
	ENG_8	0.546
	ENG_9	0.620
Employee Performance	PER_1	0.712
	PER_2	0.670
	PER_3	0.619
	PER_4	0.685
	PER_5	0.629
	PER_6	0.661
	PER_7	0.733

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Figure 5.3 shows the PLS-SEM path model indicating the outer loadings before deletion process.

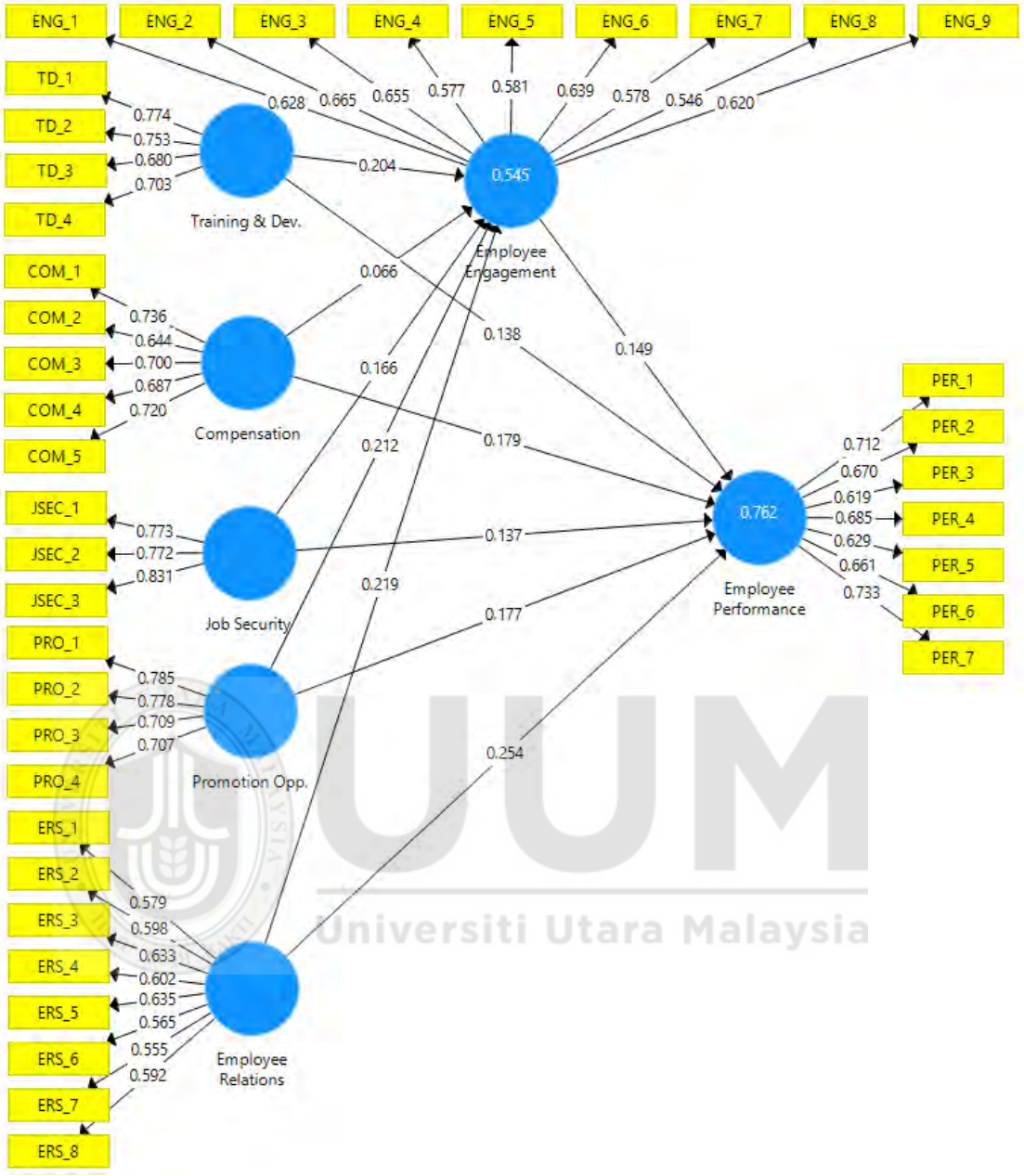

Figure 5.3

The PLS-SEM Path Model (Before Deletion)

The PLS-SEM path model of this study is drawn with seven latent constructs and a total of 40 indicators. The initial running of PLS algorithm produces minimum indicator‘s outer loading 0.546 which is above the cut-off value of 0.40, thus,

apparently viewed that no deletion is required. But this assessment gives the AVE value less than 0.50 which do not satisfy the cutoff value, therefore, the deletion process continued until the AVE reached at the threshold value. Among the 40 items 12 items are deleted for enhancing the AVE value at threshold level and remaining 28 items are retained for analysis and PLS algorithm produce outer loadings between 0.672 and 0.833. Table 5.10 represents the summary of the indicators outer loadings after deletion process.

Table 5.10

Indicators Outer Loadings (After Deletion)

Latent Constructs	Indicators	Standardized Loadings
Employee Training and Development	TD_1	0.773
	TD_2	0.751
	TD_3	0.683
	TD_4	0.703
Employee Compensation	COM_1	0.767
	COM_3	0.725
	COM_4	0.716
	COM_5	0.725
Employee Job Security	JSEC_1	0.765
	JSEC_2	0.777
	JSEC_3	0.833
Employee Promotion Opportunity	PRO_1	0.789
	PRO_2	0.773
	PRO_3	0.720
	PRO_4	0.696

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Employee Relations with Supervisor	ERS_2	0.672
	ERS_3	0.704
	ERS_5	0.771
	ERS_8	0.679
Employee Engagement	ENG_1	0.726
	ENG_3	0.738
	ENG_6	0.723
	ENG_9	0.679
Employee Performance	PER_1	0.686
	PER_2	0.718
	PER_4	0.746
	PER_6	0.714
	PER_7	0.744

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5.7.2 Composite Reliability (Internal Consistency Reliability)

The composite reliability or internal consistency reliability signifies the extent that all items in a particular scale are measuring the same concept (Bijttebier, Vanoost, Bobbaers, Lauwers & Vertommen, 2000; Sun, Chou, Stacy, Ma, Unger & Gallaher, 2007). The commonly used tools for measuring internal consistency reliability in business research are the assessment of Cronbach‘s alpha value and composite reliability (Peterson & Kim, 2013; McCrae, Kurtz, Yamagata & Terracciano, 2011; Bacon, Sauer & Young, 1995). Composite reliability is used to judge the consistency of results across the items (Hair et al., 2014). Traditionally, the Cronbach‘s alpha is used to determine the internal consistency reliability based on the inter-correlations of the items, where all items are assumed to have equal outer loadings (Hair et al., 2014).

Nevertheless, PLS-SEM emphasizes on the individual item‘s reliability, therefore, more vigorous measure like composite reliability for assessing internal consistency is recommended by Starkweather (2012) so that the demerits of Cronbach‘s alpha be overcomed, however, the Cronbach‘s alpha of the constructs of this study is given in Appendix – I.

The composite reliability value more than 0.70 but less than 0.90 considered satisfactory but the value between 0.60 and 0.70 are acceptable in exploratory research (Hair et al., 2014; Hair et al., 2011; Nunnally & Bernstein, 1994). On the other hand, composite reliability <0.60 indicate deficient consistency among the items, whereas, the value >0.90 (definitely >0.95) indicates that the construct‘s measures are invalid (Hair et al., 2014). Table 5.11 represents the composite reliability values.

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Table 5.11

Composite Reliability and Convergent Validity

Constructs	Composite Reliability	Average Variance Extracted (AVE)
Employee Training & Development	0.818	0.530
Employee Compensation	0.823	0.538
Employee Job Security	0.835	0.628
Employee Promotion Opportunity	0.833	0.556
Employee Relations with Supervisor	0.800	0.501
Employee Engagement	0.808	0.514
Employee Performance	0.845	0.521

The table 5.11 reveals that the employee performance construct yield maximum composite reliability of 0.845 and employee relations with supervisor yield 0.800 composite reliability which is minimum among the constructs in this study. The composite reliability value of each the construct is more than 0.70 and less than 0.90 that met the threshold meaning that the indicators of the construct have satisfactory level of consistency.

5.7.3 Convergent Validity

Convergent validity is the degree to which an indicator correlates positively with other indicators of the same construct (Hair et al., 2013). The assumption of convergent validity is that the items of a particular construct should share or converge high proportion of variance (Hair et al., 2014). Thus, the convergent validity assessment depends on indicators outer loadings and average variance extracted (Hair et al., 2014; Hair et al., 2011; Fornell & Larker, 1981). Average variance extracted (AVE) of a construct is the grand mean value of squared indicators loadings of that construct (Hair et al., 2013; Fornell & Larker 1981). Convergent validity is assessed by examining AVE of the latent construct as recommended by Fornell and Larcker (1981).

According to Hair et al. (2014), a latent construct should have the capacity to explain 50 percent of variance of the indicators. As a result, Hair et al. (2010) opines that the outer loading should be at least 0.708 so that squared outer loading can produce value at least 0.50 for AVE. Thus, the cutoff value of AVE is 0.50 or more as suggested by Chin (1998). Therefore, the AVE>0.50 is acceptable because in this situation explaining capacity of latent variable increases.

The table 5.11 shows that the AVE of latent constructs ranges from 0.501 to 0.628, where maximum AVE yield by employee job security and minimum AVE yield by employee relations with supervisor, nonetheless, signifies sufficient convergent validity. Therefore, it is apparent that all the latent constructs of this study is equipped with sufficient variance.

5.7.4 Discriminant Validity

Discriminant validity signifies the extent that a latent construct is actually different from the other latent constructs through empirical standards (Hair et al., 2014; Duarte & Raposo, 2010). Consequently, discriminant validity implies that a construct is independent in the model and are captured the phenomena not represented by other constructs. Two methods are available for the assessment of discriminant validity such as Fornell-Larcker criterion, and test of cross loading. These methods assess the discriminant validity of the constructs from different perspectives.

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Firstly, the Fornell-Larcker criterion is very conservative approach for the assessment of discriminant validity (Hair et al., 2014) that compares the value of AVE‘s square root with the correlations of latent construct (Fornell & Larcker, 1981). For the evaluation of discriminant validity Fornell-Larcker (1981) suggests that the AVE‘s square root should be greater than the correlations with other latent constructs, and the score of AVE used for comparison should be minimum 0.50 or higher. The important consideration of Fornell-Larcker criterion is that only the reflective constructs can be evaluated by this method (Hair et al., 2014). Table 5.12 shows the latent construct correlations, square root of AVE, and AVE.

Table 5.12

Latent Variable Correlations, Square Roots of Average Variance Extracted and AVE

Constructs	COM	ENG	PER	ERS	JSEC	PRO	TD	AVE
Compensation	**0.734**							0.538
Employee Engagement	0.534	**0.717**						0.514
Employee Performance	0.703	0.610	**0.722**					0.521
Employee Relations	0.592	0.503	0.635	**0.708**				0.501
Job Security	0.657	0.579	0.699	0.583	**0.793**			0.628
Promotion Opportunity	0.666	0.589	0.712	0.571	0.645	**0.745**		0.556
Training & Dev.	0.607	0.568	0.677	0.558	0.624	0.582	**0.728**	0.530

Note: The values in the diagonals cells (**bold**) are the square root of the AVE while the un-bolded values are the correlations

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The table 5.12 shows that the average variance extracted (AVE) of the latent construct ranges from 0.501 to 0.628 which met the suggestion given by Hair et al. (2014), and Fornell and Larcker (1981). Similarly, the correlations among the latent constructs are less compared to the square root of average variance extracted of the construct, thus met the threshold (Fornell & Larcker, 1981). Therefore, in accordance of Fornell & Larcker criterion the latent constructs has satisfied the discriminant validity.

Secondly, the examination of cross loading is another method for the assessment of discriminant validity of the constructs. In this method, indicators loadings are compared with the cross loadings for the ascertainment of discriminant validity (Hair et al., 2017; Chin, 1998). Chin (1998) suggests that the indicators outer loadings of

the respective construct should have to be more than the loadings of other construct i.e., the cross loading. But the presence of cross loadings value more than items outer loadings signifies discriminant validity problem. The cross loading method is considered liberal for the determination of discriminant validity (Hair et al., 2011).

Table 5.13 depicts the indicators outer loadings and cross loadings.

Table 5.13

Cross Loadings

Constructs	COM	ENG	ERS	JSEC	PER	PRO	TD
COM_1	0.767	0.397	0.435	0.481	0.563	0.548	0.463
COM_3	0.725	0.392	0.416	0.506	0.510	0.446	0.413
COM_4	0.716	0.381	0.468	0.515	0.487	0.519	0.419
COM_5	0.725	0.396	0.419	0.428	0.500	0.440	0.487
ENG_1	0.425	0.726	0.386	0.464	0.487	0.481	0.470
ENG_3	0.371	0.738	0.420	0.399	0.442	0.431	0.439
ENG_6	0.378	0.723	0.310	0.401	0.402	0.368	0.360
ENG_9	0.350	0.679	0.314	0.386	0.408	0.396	0.342
ERS_2	0.384	0.353	0.672	0.380	0.432	0.341	0.369
ERS_3	0.474	0.404	0.704	0.445	0.475	0.474	0.418
ERS_5	0.431	0.359	0.771	0.444	0.474	0.399	0.437
ERS_8	0.376	0.297	0.679	0.373	0.410	0.395	0.347
JSEC_1	0.536	0.437	0.478	0.765	0.552	0.530	0.478
JSEC_2	0.551	0.464	0.465	0.777	0.557	0.501	0.505
JSEC_3	0.476	0.474	0.443	0.833	0.552	0.502	0.499

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PER_1	0.551	0.460	0.470	0.522	0.686	0.554	0.510
PER_2	0.474	0.440	0.408	0.478	0.718	0.467	0.481
PER_4	0.499	0.418	0.468	0.519	0.746	0.504	0.483
PER_6	0.492	0.424	0.440	0.457	0.714	0.557	0.479
PER_7	0.514	0.456	0.499	0.542	0.744	0.482	0.485
PRO_1	0.514	0.506	0.415	0.501	0.572	0.789	0.442
PRO_2	0.538	0.429	0.450	0.497	0.519	0.773	0.404
PRO_3	0.468	0.429	0.431	0.476	0.526	0.720	0.453
PRO_4	0.465	0.383	0.410	0.445	0.503	0.696	0.439
TD_1	0.483	0.450	0.427	0.471	0.530	0.496	0.773
TD_2	0.427	0.387	0.377	0.448	0.464	0.375	0.751
TD_3	0.419	0.419	0.410	0.470	0.504	0.445	0.683
TD_4	0.436	0.391	0.408	0.425	0.467	0.366	0.703

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The table 5.13 depicts that the indicators outer loadings are greater than that of the cross loadings, thus, produce a conclusion that the constructs have adequate discriminant validity for administering further analysis. In addition, the outer weights of the indicators are presented in Appendix – J.

5.8 The Structural Model (Inner Model) Assessment

In PLS-SEM path model, the structural model or inner model describes the relationship between the exogenous latent construct and endogenous latent construct. Therefore, the assessment of structural model facilitates how well the empirical dataset support the theory and is enable to make decision whether the results are

empirically confirmed or not (Hair et al., 2014). The confirmation of quality criteria through measurement model assessment the next step is to assess structural model for testing hypotheses of the study.

Figure 5.4 shows the structural model of the study.

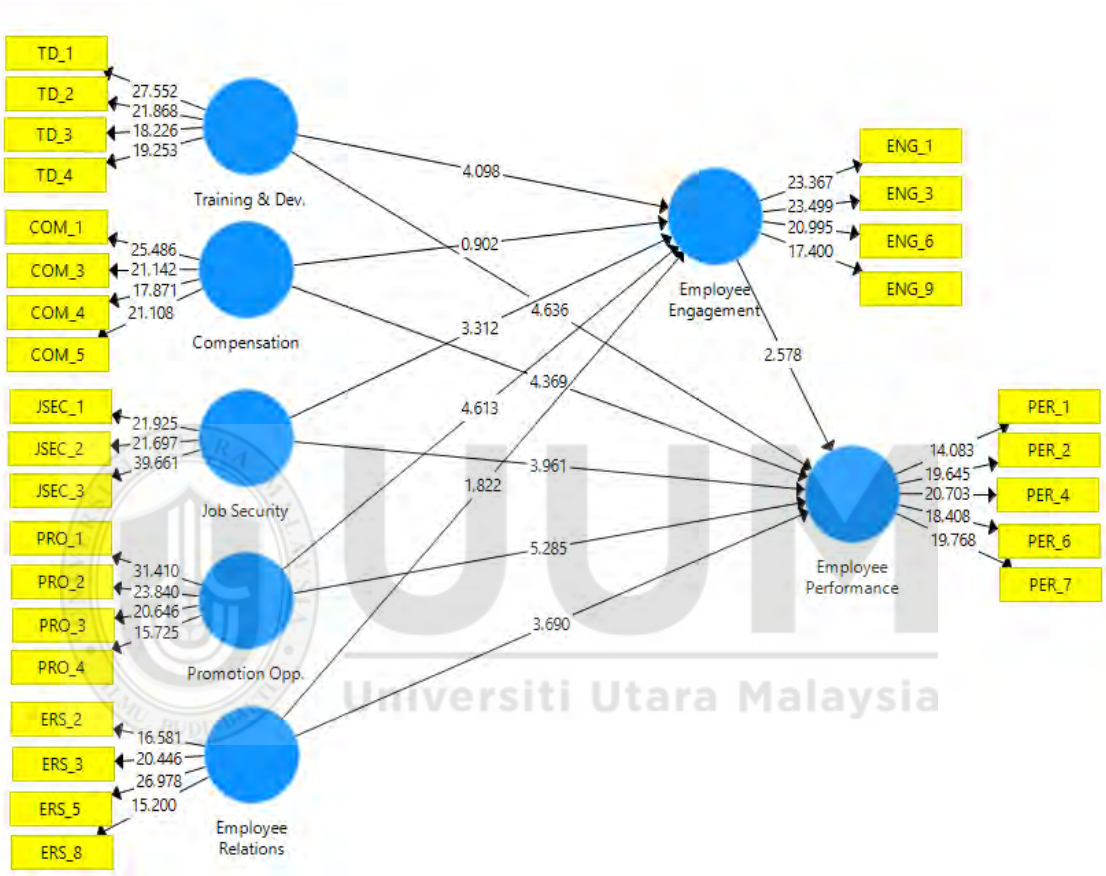

Figure 5.4

The Structural Model with Mediator (Full Model)

The assessment of structural model is done through performing standard bootstrapping procedure with 5,000 bootstrap samples and 392 cases applied for the assessment of the significance of model's path coefficients (Hair et al., 2017; Hair et al., 2014; Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009).

5.8.1 Structural Model Path Coefficients Assessment

In this study, there are 16 hypotheses in which eleven (11) hypotheses have direct effect and five (5) have indirect effect (through mediating variable) hypotheses as stated in the methodology chapter of this study. In general, when the statistical t-value is different than that of zero (0.0) is always said to be statistically significant, nevertheless, it depends on the degree of freedom, confidence level and directionality of the hypothesis, therefore, p-value is calculated whether the path is at significant level or not (Hair et al., 2014). In order of getting t-value and standard error Chin (2010) uses 5,000 bootstrapped samples. Moreover, Henseler (2012) argues that 5,000 bootstrapping samples are adequate in PLS-SEM analysis. Furthermore, 5,000 bootstrapping samples are also suggested by Hair et al. (2014; 2011). The smartPLS3 opens an avenue for the users to produce t-value, p-value, standard error, thus, give relief from manual calculation. The calculation of p-value is done at 95 percent confidence level due to its acceptability in the research of social sciences (Bickel, 2012; May, 2011; Tacq & Tacq, 1997; Cox & Hinkley, 1979).

Table 5.14 represents the structural model assessment with model‘s direct paths relationship, t-value and p-value.

The table 5.14 depicts the coefficient of 11 direct hypotheses and their respective t-value and p-value for making decision whether the hypothesized relationships are statistically significant or not.

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Table 5.14

Structural Model Path Coefficients Assessment (Direct Effects)

H	Direct Paths Relationship	Path Coefficient (β)	Standard Error	T Statistics	P Values
H1	Training & Dev. -> Employee Performance	0.189	0.041	4.636	0.000***
H2	Compensation_ -> Employee Performance	0.189	0.043	4.369	0.000***
H3	Job Security -> Employee Performance	0.173	0.044	3.961	0.000***
H4	Promotion Opp. -> Employee Performance	0.229	0.043	5.285	0.000***
H5	Employee Relations -> Employee Performance	0.137	0.037	3.690	0.000***
H6	Training & Dev. -> Employee Engagement	0.217	0.053	4.098	0.000***
H7	Compensation_ -> Employee Engagement	0.053	0.059	0.902	0.183
H8	Job Security -> Employee Engagement	0.191	0.058	3.312	0.000***
H9	Promotion Opp. -> Employee Engagement	0.249	0.054	4.613	0.000***
H10	Employee Relations -> Employee Engagement	0.096	0.053	1.822	0.034**
H11	Employee Engagement -> Employee Performance	0.098	0.038	2.578	0.005***

Note: p≤0.01***; p≤0.05**; p≤0.10*

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The hypothesis 1 (H1) predicts that employee training and development is positively related to the employee performance. Specifically, employee training and development has significant positive relationship with the performance of employees ($\beta = 0.189$, $t = 4.636$, $p \leq 0.000$), therefore, supports the hypothesis 1.

The hypothesis 2 (H2) predicts that employee compensation is positively related to the employee performance. Specifically, employee compensation has significant positive relationship with the performance of employees ($\beta = 0.189$, $t = 4.369$, $p \leq 0.000$), therefore, supports the hypothesis 2.

The hypothesis 3 (H3) predicts that employee job security is positively related to the employee performance. Specifically, employee job security has significant positive relationship with the performance of employees ($\beta = 0.173$, $t = 3.961$, $p \leq 0.000$), therefore, supports the hypothesis 3.

The hypothesis 4 (H4) predicts that employee promotion opportunity is positively related to the employee performance. Specifically, employee promotion opportunity has significant positive relationship with the performance of employees ($\beta = 0.229$, $t = 5.285$, $p \leq 0.000$), therefore, supports the hypothesis 4.

The hypothesis 5 (H5) predicts that employee relations with supervisor is positively related to the employee performance. Specifically, employee relations with supervisor has significant positive relationship with the performance of employees ($\beta = 0.137$, $t = 3.690$, $p \leq 0.000$), therefore, supports the hypothesis 5.

The hypothesis 6 (H6) predicts that employee training and development is positively related to the employee engagement. Specifically, employee training and development

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has significant positive relationship with the employee engagement (β = 0.217, t = 4.098, p ≤ 0.000), therefore, supports the hypothesis 6.

The hypothesis 7 (H7) predicts that employee compensation is not related to the employee engagement. Specifically, employee compensation has no statistically significant relationship with the employee engagement (β = 0.053, t = 0.902, p ≤ 0.183), therefore, does not support the hypothesis 7.

The hypothesis 8 (H8) predicts that employee job security is positively related to the employee engagement. Specifically, employee job security has significant positive relationship with the employee engagement (β = 0.191, t = 3.312, p ≤ 0.000), therefore, supports the hypothesis 8.

The hypothesis 9 (H9) predicts that employee promotion opportunity is positively related to the employee engagement. Specifically, employee promotion opportunity has significant positive relationship with the employee engagement (β = 0.249, t = 4.613, p ≤ 0.000), therefore, supports the hypothesis 9.

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The hypothesis 10 (H10) predicts that employee relations with supervisor is positively related to the employee engagement. Specifically, employee relations with supervisor has significant positive relationship with the employee engagement (β = 0.096, t = 1.822, p ≤ 0.034), therefore, supports the hypothesis 10.

The hypothesis 11 (H11) predicts that employee engagement is positively related to the employee performance. Specifically, employee engagement has significant positive relationship with the employee performance (β = 0.098, t = 2.578, p ≤ 0.005), therefore, supports the hypothesis 11.

Additionally, Table 5.15 represents the structural model assessment with model's indirect paths relationship, t-value and p-value.

Table 5.15

Structural Model Path Coefficient Assessment with Mediator (Indirect Effects)

H	Indirect Paths Relationship	Path Coefficient (β)	Standard Error	T Statistics	P Values
H12	Training & Dev. -> Employee Performance	0.021	0.010	2.152	0.016**
H13	Compensation_ -> Employee Performance	0.005	0.006	0.822	0.206
H14	Job Security -> Employee Performance	0.019	0.009	2.084	0.019**
H15	Promotion Opp. -> Employee Performance	0.024	0.011	2.242	0.012**
H16	Employee Relations -> Employee Performance	0.009	0.007	1.356	0.088*

Note: p≤0.01***; p≤0.05**; p≤0.10*

The table 5.15 depicts the coefficient of 5 indirect hypotheses and their respective t-value and p-value for making decision whether the hypothesized relationships are statistically significant or not.

The hypothesis 12 (H12) predicts that employee training and development is positively related to employee performance with the mediation of employee

engagement. Specifically, employee training and development has significant positive relationship with the employee performance through the mediating variable employee engagement ($\beta = 0.021$, $t = 2.152$, $p \leq 0.016$), therefore, supports the hypothesis 12.

The hypothesis 13 (H13) predicts that employee compensation is not significantly positive with employee performance through the mediation of employee engagement. Specifically, employee compensation has no statistically significant relationship with the employee performance through the mediating variable i. e. employee engagement ($\beta = 0.005$, $t = 0.822$, $p \leq 0.206$), therefore, does not support the hypothesis 13.

The hypothesis 14 (H14) predicts that employee job security is positively related to employee performance with the mediation of employee engagement. Specifically, employee job security has significant positive relationship with the employee performance through the mediating variable employee engagement ($\beta = 0.019$, $t = 2.084$, $p \leq 0.019$), therefore, supports the hypothesis 14.

The hypothesis 15 (H15) predicts that employee promotion opportunity is positively related to employee performance by the mediation of employee engagement. Specifically, employee promotion opportunity has significant positive relationship with the employee performance through the mediating variable employee engagement ($\beta = 0.024$, $t = 2.242$, $p \leq 0.012$), therefore, supports the hypothesis 15.

The hypothesis 16 (H16) predicts that employee relations with supervisor is positively related to employee performance with the mediation of employee engagement. Specifically, employee relations with supervisor has significant positive relationship with the employee performance through the mediating variable employee engagement ($\beta = 0.009$, $t = 1.356$, $p \leq 0.088$), therefore, supports the hypothesis 16.

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5.8.2 Assessment of Coefficient of Determination (R^2)

The coefficient of determination or R-squared value is the proportion of variance of endogenous latent construct explained by the exogenous latent construct in the model (Hair, Hult, Ringle & Sarstedt, 2013; Henseler et al., 2009). Alternatively, the coefficient of determination (*R*-squared value) signifies the percentage of variance appear in the dependent variable(s) which is explained by the predictor variable(s) (Hair et al., 2010; Elliott & Woodward, 2007; Hair et al., 2006). In fact, R^2 is the combined effect of exogenous latent constructs upon the endogenous latent construct (Hair et al., 2014). In PLS-SEM path modeling, the assessment of variance carry an extra weight (Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009) because the quality of structural model is assessed by the proportion of variance in variance based structural equation modeling (Götz, Liehr-Gobbers & Krafft, 2010).

Several researchers suggest several thresholds for the assessment of coefficient of variance. According to Hair et al. (2011) and Henseler et al. (2009), the value of R^2 such as 0.25, 0.50, and 0.75 represent weak, moderate, and substantial level of variance respectively. Moreover, few researchers (Cohen, 1988; Chin, 1998a) suggest three ranges for structural model quality assessment such as the R^2 value ranges from 0.26 to 0.67 is substantial, from 0.13 to 0.33 is moderate and 0.02 to 0.19 is regarded as weak variance level. However, Falk and Miller (1992) opine that the R^2 value 0.10 (10 percent) is acceptable while the R^2 value 0.015 (1.5 percent) is satisfactory.

Table 5.16 represents the R^2 value of endogenous latent constructs of this study.

Table 5.16

Variance Explained in the Endogenous Latent Constructs

Latent Constructs	Variance Explained (R^2)
Employee Engagement	45.7 percent
Employee Performance	69.1 percent

From the table 5.16 it is apparent that the employee performance construct having R^2 value 0.691 (69.1 percent) and employee engagement having R^2 value 0.457 (45.7 percent). Therefore, according to the threshold of Chin (1998), and Cohen (1988), the R^2 value of this study is substantial.

In addition, in multiple regression model, adjusted R^2 (R^2_{adj}) value is calculated as it assists to avoid biasness of the complex model when the outcomes are dealt with different number of data set of exogenous latent construct. Thus, R^2_{adj} is used to compare the PLS-SEM results with different number of exogenous constructs and/or with different sample sizes (Hair et al., 2014). In general, adjusted R^2 value reduces the value of R^2 by the number of explaining construct and sample size. Thus, interpretation of adjusted R^2 is not possible like R^2, but provides an overall idea about how it produces results in different setup. The results of adjusted R^2 are very close to R^2 value meaning that no significant differences between original data set and extended or other data set (Appendix – K). Although the value of R^2 and adjusted R^2 differ slightly but no changes occur at the significant level, therefore, different dataset are expected to produce same results regarding these relationships.

5.8.3 Assessment of Effect Size of Coefficient of Determination (f^2)

Effect size for the coefficient of determination signifies the relative effect of a specific exogenous construct on the endogenous construct(s) with the changes in R^2 value (Chin, 1998). According to Hair et al. (2014), effect size of an exogenous construct is assessed by the relative changes in R^2 before deletion (R^2 included) and after deletion (R^2 excluded) of an exogenous construct in the structural equation modeling. Several researchers (Cohen, 1988; Selya, Rose, Dierker, Hedeker & Mermelstein, 2012; Wilson, Callaghan, Ringle & Henseler, 2007) recommend the following formula for the assessment of the effect size (f^2) of the constructs.

$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included}).$$

The smartPLS3 facilitates its users from the complexity of manual calculations of finding the effect size rather provide an organized table of effect sizes (f^2). Cohen (1988) suggests that f^2 values of 0.02, 0.15 and 0.35 represent small, moderate, strong effect of the construct respectively. Table 5.17 shows the respective effect sizes of the exogenous latent constructs of the structural model of this study.

The table 5.17 depicts that the effect sizes of training and development, compensation, job security, promotion opportunity, employee relations, and employee engagement on the employee performance are 0.06, 0.05, 0.04, 0.07, 0.03, and 0.02 respectively. Thus, according to Cohen‘s (1988) suggestion, the entire exogenous construct has small effect on the employee performance. On the other hand, the effect sizes of training and development, compensation, job security, promotion opportunity, and employee relations on the employee engagement are 0.04, 0.002, 0.03, 0.05, and 0.01 respectively. Therefore, training and development, job security, and promotion opportunity are found having small effect on employee engagement, while

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compensation and employee relations have no effect on the level of employee engagement.

Table 5.17

Effect Sizes of the Coefficient of Determination

Latent Constructs	Effect Sizes (f^2)	Degree of Effect
In case of Employee Performance:		
Employee Training and Development	0.06	Small
Employee Compensation	0.05	Small
Employee Job Security	0.04	Small
Employee Promotion Opportunity	0.07	Small
Employee Relations with Supervisor	0.03	Small
Employee Engagement	0.02	Small
In case of Employee Engagement:		
Employee Training and Development	0.04	Small
Employee Compensation	0.002	No
Employee Job Security	0.03	Small
Employee Promotion Opportunity	0.05	Small
Employee Relations with Supervisor	0.01	No

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5.8.4 Assessment of Predictive Relevance (Q^2)

In PLS-SEM path model, the predictive relevance (Q^2) is a measure that accurately predicts the indicators data point of endogenous constructs (Hair et al., 2014). Thus,

the measure Q^2 indicates the model's accuracy. Hair et al. (2014) suggests assessing the Q^2 value in the PLS-SEM path modeling technique as pronounced by Stone and Geisser literally known as Stone-Geisser Q^2. In this case, blindfolding procedure is applied for examining the model's predictive relevance (Geisser, 1974; Stone, 1974). The assessment of predictive relevance through Stone-Geisser Q^2 test is usually seen as the complementary assessment of goodness-of-fit in PLS-SEM technique (Duarte & Raposo, 2010).

Figure 5.5 represents the blindfolding procedure and the cross-validated redundancy (Q^2) approach recommended by Hair et al. (2014).

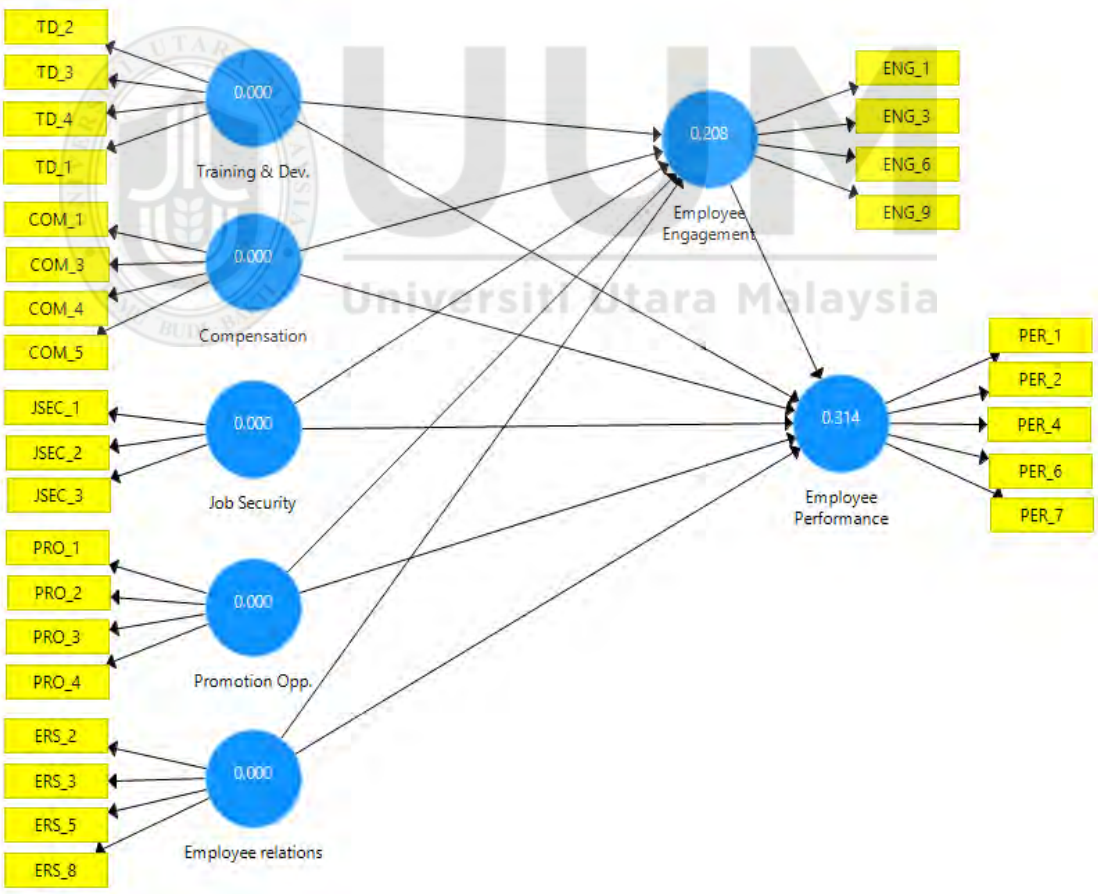

Figure 5.5

The Blindfolding Procedure

The blindfolding procedure for the calculation of Q^2 is applicable for the endogenous latent construct which deals with the reflective indicators. Thus, Sattler, Völckner, Riediger and Ringle (2010) opine that Q^2 worth nothing since blindfolding cannot be applied for both reflective and formative indicators. In spite of this, McMillan and Conner, (2003) opine that variation in latent or unobservable variable caused by the set of observable indicators, thus, carrying importance for model prediction. In this study, the endogenous latent constructs are reflective in nature, therefore, blindfolding procedure, specifically cross-validated redundancy, is administered for assessing Q^2 value (Hair et al., 2013; Ringle, Sarstedt & Straub, 2012b; Chin, 2010; Geisser, 1974; Stone, 1974).

Henseler et al. (2009) recommends that the model is considered having predictive relevance when the Q^2 value is greater than zero. Therefore, the higher the Q^2 value, the higher the model's predictive relevance.

Table 5.18 presents the results of the construct cross-validated redundancy (Q^2) test.

Table 5.18

Construct Cross-Validated Redundancy

	SSO	SSE	Q^2 (=1-SSE/SSO)
Employee Engagement	1,568.000	1,242.200	0.208
Employee Performance	1,960.000	1,343.758	0.314

The table 5.18 reveals that the cross-validation redundancy (Q^2) of employee performance and employee engagement are 0.314 and 0.208 respectively which are far above from zero, thus, concluded that the model has adequate predictive relevance

(Henseler et al., 2009; Chin, 1998). In addition, the case-wise construct cross-validated redundancy is presented in Appendix – L.

The item-wise cross-validated redundancy examine the predictive relevance of each of the items of the constructs of the study. Therefore, item total cross-validated redundancy is presented in Appendix – M, and case-wise items cross-validated redundancy is presented in Appendix – N.

5.8.5 Assessment of Effect Size of Predictive Relevance (q^2)

Effect size of predictive relevance signifies the relative effect of a specific exogenous construct on the endogenous construct(s) with the changes in Q^2 value (Chin, 1998). According to Hair et al. (2014), effect size of an exogenous construct is assessed by the relative changes in Q^2 before deletion (Q^2 included) and after deletion (Q^2 excluded) of an exogenous construct. The q^2 values of 0.02, 0.15 and 0.35 represent small, moderate, strong effect of the construct respectively (Hair et al., 2014; Cohen, 1988). The formula for assessing effect size of predictive relevance (q^2) is as follow:

$$q^2 = Q^2_{\text{included}} - Q^2_{\text{excluded}} / 1 - Q^2_{\text{included}}$$

Table 5.19 shows the effect sizes of the predictive relevance of this study.

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Table 5.19

Effect Size of Predictive Relevance

Latent Constructs	$Q^2_{included}$	$Q^2_{excluded}$	$Q^2_{included} - Q^2_{excluded}$	$1 - Q^2_{included}$	Effect Size (q^2)
In case of Employee Performance:					
Employee Training and Development	0.314	0.307	0.007	0.686	0.010
Employee Compensation	0.314	0.308	0.006	0.686	0.009
Employee Job Security	0.314	0.309	0.005	0.686	0.007
Employee Promotion Opportunity	0.314	0.305	0.009	0.686	0.013
Employee Relations with Supervisor	0.314	0.310	0.004	0.686	0.006
Employee Engagement	0.314	0.313	0.001	0.686	0.001
In case of Employee Engagement:					
Employee Training and Development	0.208	0.197	0.011	0.792	0.014
Employee Compensation	0.208	0.208	0.000	0.792	0.000
Employee Job Security	0.208	0.201	0.007	0.792	0.009
Employee Promotion Opportunity	0.208	0.195	0.013	0.792	0.016
Employee Relations with Supervisor	0.208	0.206	0.002	0.792	0.003

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Table 5.19 depicts the values of q^2 of exogenous latent constructs. The q^2 values of all the exogenous constructs are below 0.02 except employee promotion opportunity to employee engagement. According to the threshold employee promotion opportunity have small effect on employee engagement level whereas the other exogenous constructs have no effect on the endogenous constructs, however, Chin et al. (2003) argues that small effect size is also important if the beta value is significant. The non-effect of employee compensation on employee engagement is attributed by the non-significant of beta value (Chin et al., 2003).

5.9 Assessment of Mediating Effect of Employee Engagement

Mediating variable refers to such a variable which have influence on the relationship between an exogenous construct and endogenous construct, therefore, mediator explain how the effect or relationship of the exogenous and endogenous variables occurs when third variable interfere in between. Alternatively, mediating variable is a device that transmits the effect of predictor variable to the outcome variable and thus develops a function of explaining and predicting the influence of predictor variable on the outcome variable (Hair et al., 2010; Helm, Eggert & Garnefeld, 2010). In fact, the reason behind the conduction of mediating test is to identify whether the mediator could significantly transmit the influence of exogenous construct on the endogenous construct (Ramayah et al., 2011). Therefore, mediating effect assesses the indirect relationship between independent and dependent variable through the third variable takes after the name mediator.

In multivariate analysis, several techniques are available for the measurement of mediating effect (Hayes & Preacher, 2010). For example, at first Sobel (1982, 1986)

proposes Sobel test for measuring mediating effect. After that, causal step approach given by Baron and Kenny (1986), distribution of product method by MacKinnon, Lockwood and Williams (2004), and finally bootstrapping approach by Hayes and Preacher (2010) suggests for the assessment of mediating effect.

In PLS-SEM analysis technique, Hair et al. (2013) suggests bootstrapping procedure pronounced by Hayes and Preacher (2010) for measuring mediating effect. Because bootstrapping considers both simple and multiple models, and indirect effect of sample distribution can easily be calculated. Additionally, mediation analysis in PLS-SEM has no choice about the distribution of data and is comfortably being applied with small sample size (Hair et al., 2010). Furthermore, bootstrapping provides more accurate results for mediation and the reports are produced with a well suited manner (Hair et al., 2017; Hair Jr. et al., 2013; Chin, 2010).

For the measurement of actual mediating effect, the prior assessment of the direct and indirect effects between exogenous and endogenous constructs is required in PLS-SEM path modeling (Hair et al., 2014). In this connection, two sequential conditions are need to be fulfilled. Firstly, the direct effect between exogenous and endogenous construct should be significant (Hair et al., 2014). Secondly, relationship between exogenous and endogenous construct through mediating variable (indirect effect) should also be significant (Hair et al., 2017; Hair Jr. et al., 2013; Hayes & Preacher, 2010). After confirmation of these conditions the paths are considered for measuring mediating effect.

In this study, bootstrapping procedure is used to assess the direct and indirect effects. The bootstrapping outputs reveals that all the direct relationships (between exogenous and endogenous) are found statistically significant, thus, met the first condition. On

the other hand, almost all the indirect relationship (between exogenous and endogenous construct through mediating variable) are found significant but the relationship between employee compensation and employee performance through employee engagement (β = 0.005; t-value = 0.822; p-value = 0.206) are statistically insignificant, thus, hypothesis 13 (H13) do not met the second condition. Therefore, this relationship path (compensation -> employee engagement -> performance) is not considered for assessing mediating effect although bootstrapping procedure generate values of direct and indirect effects for this path.

The bootstrapping procedure is applied for getting total effects and indirect effects which is used for measuring actual mediating effect in this study (Hair et al., 2014). Total effects are the sum of direct effects and indirect effects. According to Hair et al. (2017, 2014), the score generated from the ratio of indirect effect and total effect (indirect effect divided by total effect) is termed as variance accounted for (VAF). The value of VAF is considered for determining the extent of mediating effect. The VAF value <0.20 signifies no mediation, but VAF value >0.80 signifies full mediation, whereas VAF value in between 0.20 and 0.80 (0.20≤VAF≤0.80) represent partial mediation (Hair et al., 2017; Hair et al., 2014). Table 5.20 represents the results of mediating effects.

The table 5.20 shows that the path employee compensation and performance through employee engagement (H13) is not considered for mediation calculation since the indirect relationship of this path is not statistically significant. But the other path relationships are partially mediated in this study.

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Table 5.20

Results of Mediating Effects

H	Model Path Relationship	Direct Effect (DE)	Indirect Effects (IE)	Total Effects (TE)	Variance Accounted For (VAF) |(IE / TE)|
H12	Employee Training and Development -> Employee engagement -> Employee performance	0.488	0.189	0.677	0.28**
H13	Employee Compensation -> Employee engagement -> Employee performance	0.528	0.175 (NS)	0.703	—
H14	Employee Job Security -> Employee engagement -> Employee performance	0.522	0.177	0.699	0.25**
H15	Employee Promotion Opportunity -> Employee engagement -> Employee performance	0.543	0.171	0.714	0.24**
H16	Employee Relations with Supervisor -> Employee engagement -> Employee performance	0.440	0.196	0.636	0.31**

Note: VAF<0.20*; 0.20≤VAF≤0.80**; VAF>0.80***; NS = not significant

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5.10 Goodness of Fit

The goodness of fit is assumed unnecessary in the PLS-SEM path modeling since predictive relevance measure the accuracy of the model. Recently, Henseler (2012)

strongly recommends not assessing of model fit both empirically and conceptually. According to Hair et al. (2017; 2016; 2014; 2013) goodness of fit has no ability to separate invalid model from the valid model. In spite of this, for general understanding, the model fit is provided in Appendix – O.

5.11 The Results of the Hypotheses

The analysis of this study has been conducted systematically considering both direct and mediating relationship paths that assist to come to a conclusion about the study. Table 5.21 represents the summary of the results of the hypotheses of this study.

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Table 5.21

Summary of Hypotheses Testing

Hypothesis	Hypothesized Statement	Results
H1	Employee training and development has positive influence on the employee performance.	Supported
H2	Employee compensation has positive influence on the employee performance.	Supported
H3	Employee job security has positive influence on the employee performance.	Supported
H4	Employee promotion opportunity has positive influence on the employee performance.	Supported
H5	Employee relations with supervisor have positive influence on the employee performance.	Supported

H6	Employee training and development has positive influence on the employee engagement.	Supported
H7	Employee compensation has positive influence on the employee engagement.	Not Supported
H8	Employee job security has positive influence on the employee engagement.	Supported
H9	Employee promotion opportunity has positive influence on the employee engagement.	Supported
H10	Employee relations with supervisor have positive influence on the employee engagement.	Supported
H11	Employee engagement has positive influence on employee performance.	Supported
H12	Employee engagement mediates the relationship between employee training and development, and employee performance.	Partial Mediation
H13	Employee engagement mediates the relationship between employee compensation and employee performance.	No Mediation
H14	Employee engagement mediates the relationship between employee job security and employee performance.	Partial Mediation
H15	Employee engagement mediates the relationship between employee promotion opportunity and employee performance.	Partial Mediation
H16	Employee engagement mediates the relationship between employee relations with supervisor and employee performance.	Partial Mediation

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5.12 Conclusion

The data collected for this study has been analyzed thoroughly by using PLS-SEM path modeling technique. The results of the analysis have been presented systematically and organize the results with necessary tables and figures. The PLS-SEM analysis technique is enlightened with a smooth sequence which is carefully followed in this chapter while designing the chapter. The chapter begins with the necessary analysis for screening the data set. The screening of data set permit to proceed for administering further analysis which cover assessment of measurement model, assessment of structural model, and measurement of mediating effects. At the end of the chapter the results of hypotheses testing have been summarized in a table. Therefore, the chapter is portraited by a clear picture about the analysis and the results of the study.

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CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Introduction

The foremost focus of this chapter is to review the entire thesis by highlighting and summarizing the findings of this study. Consequently, this chapter provides necessary justifications and interpretation on the results of the previous chapter. The chapter begins with a brief summary of the findings followed by the discussion and interpretations of the results of the study. Moreover, the theoretical, practical, and methodological implications and contributions are presented in this chapter. Furthermore, at the end of this chapter a constructive discussion on the limitations of this study and future research scope are provided. In a nutshell, the endeavor of this chapter is to provide all necessary justifications, interpretations, and implications to describe the overall situation of the ready-made garment industry in Bangladesh on the basis of the results of this study.

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6.2 Summary of the Findings

The analysis of this study has been conducted with the PLS-SEM path modeling technique. One of the main objectives of this study is to develop a structural equation model, therefore, structural equation modeling (SEM) technique with the help of partial least squares (PLS) is administered due to its predictive capability of the model. Moreover, the analysis has also been conducted to satisfy the four distinct broad research questions of this study. The critical evaluation of four research

questions generate a total of 16 hypotheses in which 11 hypotheses are directly linked and remaining 5 hypotheses are linked indirectly with the exogenous and endogenous latent constructs. Thus, the analysis of the dataset of this study considers such a process so that all the hypotheses can be tested empirically so that a real conclusion can be drawn.

Since the analysis of this study followed by PLS-SEM path modeling technique, therefore, a sequence such as assessment of measurement model and assessment of structural model have been followed while administering the main analysis. Before going to the main analysis the dataset have been screened and prepared for further processing. The dataset are screened through missing value analysis, outlier test, multicollinearity test, normality test, common method bias test and test of non-respons bias. The findings of data screening become satisfactory. Consequently, the screened dataset is employed for further statistical analysis with the help of PLS-SEM path modeling technique.

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The measurement model assesses the relationship between the constructs and their respective manifest variables. Measurement model provides an overall idea about model‘s quality criteria from the findings of indicator reliability, composite reliability, convergent validity, and discriminant validity. The findings of quality criteria satisfy the respective thresholds, thus ensures the model‘s quality. Additionally, structural model assesses the relationship among the latent constructs. Thus, structural model provides an overall idea about how the exogenous constructs and endogenous construct are related to each other. The results of path coefficient, t-value, and p-value is considered for making decisions whether the direct effect as well as indirect effect relationships are statistically significant or not.

The study has been conducted on the basis of five independent variables, one dependent variable, and one mediating variable. The research objectives of this study from one to three generate eleven direct effect hypotheses. The analysis of path coefficients, t-value and p-value assists to draw a conclusion that 10 hypotheses are statistically significant, thus support the hypotheses and one hypothesis (H7) is not significant statistically, thus do not support the hypothesis. The relationship between exogenous variables (TD, COM, JSEC, PRO, and ERS) and endogenous variable (PER) are positive and significant (H1 to H5) in this study. On the other hand, the relationship between COM and ENG is positive but not significant statistically (H7). The other relationship between exogenous variables (TD, JSEC, PRO, and ERS) and mediating variable (ENG) are positive as well as these direct effect relationships are statistically significant (H6 and H8 to H10). Additionally, the relationship between mediating variable (ENG) and endogenous variable (PER) are found positive and statistically significant (H11).

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Moreover, the fourth research objective generates 5 indirect effect hypotheses since a third variable (mediating variable) make its space in between exogenous and endogenous variable. The analysis of path coefficients, t-value and p-value assists to come to a conclusion that 4 hypotheses are statistically significant, thus support the hypotheses and one hypothesis (H13) is not significant statistically, thus do not support the hypothesis. The indirect effect hypotheses has been formed between the relationship of exogenous variables (TD, COM, JSEC, PRO, and ERS) and endogenous variable (PER) via mediating variable (ENG). The relationship between COM and PER through ENG is positive but statistically not significant (H13). The other relationships between exogenous variables (TD, JSEC, PRO, and ERS) and

endogenous variable (PER) through mediating variable (ENG) are positive as well as these indirect effect relationships are found statistically significant (H12 and H14 to H16).

6.3 Discussions and Interpretations of Findings

The findings of this study are discussed and interpreted with the support of relevant previous study‘s results and in the glow of pertinent theories. The discussion, interpretations, and justification of the results are presented in accordance of research questions for ensuring easy understandability.

6.3.1 Influence of HRM Practices (TD, COM, JSEC, PRO, and ERS) on Employee Performance

The first research question is that is there any relationship between HRM practices (employee training and development, employee compensation, employee job security, employee promotion opportunity, and employee relations with supervisor) and employee performance? From the review of literatures this research question generates five different hypotheses which are discussed and interpreted in different sub-sections as follow:

6.3.1.1 Relationship between Employee Training and Development, and Employee Performance

Employee training and development cover the activities that assist employees to obtain necessary skill and knowledge in doing their present and future job duties

(Mehta & Bhat, 2014). Consequently, it is expected that employee training and development has positive influence in performing their responsibilities. The finding of hypothesis 1 (H1) of this study reveals that the relationship between employee training and development, and employee performance is statistically significant (β=0.189, t-value=4.636, and p-value=0.000). Thus, this study proves that effective training and development program make employees‘ more capable in doing their job and as a result, their work performance increases than earlier. The finding of hypothesis 1 of this study is supported by several studies performed in different contexts. The study of Elnaga and Imran (2013) empirically proves that training and development program have positive significant influence on employee performance. Additionally, several studies (Miller & Stevens, 2012; Mackelprang et al., 2012; Lee et al., 2012; Sarder et al., 2011; Khan et al., 2011; Paradise, 2008; Lee & Lee, 2007; Lopez et al., 2005; Hale, 2003; McGunnigle & Jameson, 2000) reveal that the relationship between training and development, and employee performance is significant. Thus, the finding of this study puts another step in generalizing the notion that employee training and development has positive influence on the performance of employees in the developing context like Bangladesh.

In addition, the effect size (f^2) of employee training and development on the employee performance is 0.06 meaning that when employees‘ perceived that organization arranges different training program for the enhancement of their skills and capabilities then they feel encouragement to perform more work for the organization. In fact, this relationship is supported by the social exchange theory (Coyle-Shapiro & Conway, 2005) where the organization‘s initiatives of making employees‘ skilled are repaid by the employees with more outputs for the organization. Therefore, training and

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development is a good predictor for enhancing the performance of employees in the context of ready-made garment industry in Bangladesh.

6.3.1.2 Relationship between Employee Compensation and Employee Performance

Employee compensation is the rewards an employee receives from the employer for his/her efforts to the organization (Milkovich et al., 2010). Thus, employees‘ more efforts to the organization claims more return from the employer in the form of compensation. In this study, the hypothesis 2 (H2) reveals that the relationship between employee compensation and employee performance is statistically significant (β=0.189, t-value=4.369, and p-value=0.000), thus, it establishes that employee compensation has positive influence on the performance level of the employees. When handsome compensation package is received by the employees they feel encouragement in doing job at their workplace and perform more job duties. The previous study of Islam (2014) and Mehmood et al. (2014) prove empirically that the relationship between compensation and performance is positive and statistically significant. Several other studies in different contexts also find positive and significant relationship between employee compensation and performance (Shin-Rong & Chin, 2012; Ahmed & Uddin, 2012; Danish & Usman, 2010; Qureshi et al., 2010; Giorgio & Arman, 2008; Katou & Budhwar, 2006; Lee & Miller, 1999). Thus, this finding of the study is justified and enriches the existing body of knowledge from the developing context like Bangladesh.

Moreover, the effect size (f^2) of employee compensation on the performance of employee is 0.05 meaning that when employees perceive that they are getting desired

compensation from the employers then the employees increase their performance in the organization. Thus, reciprocity between employer and employee is viewed in this relationship which is supported by the social exchange theory (Encyclopedia of Public Relations, 2005). The employees of the organization want to make a better exchange of their compensation through more job performance in the organization. Therefore, in the context of ready-made garment industry in Bangladesh employee compensation has important role for increasing the employee performance.

6.3.1.3 Relationship between Employee Job Security and Employee Performance

Employee job security is the extent of employees' job continuation over a long period of time unless they withdraw themselves from the job (Delery & Doty, 1996). The assurance of job continuation brings mental peace of employees that make them more productive at the workplace. In this study, the hypothesis 3 (H3) discloses that employee job security has positive significant relationship with employee performance (β=0.173, t-value=3.961, and p-value=0.000). As a result, it proves that the state of job security of the employees make them enthusiastic in performing their job which bring more employee productivity at the workplace. The finding of this study supports the study of Zameer et al. (2014) that job security make employees' more productive in the organizational setting. The lack of job security influence employees' to keep them under productive in performing their job duties. Several other studies also find that the relationship between job security and employee performance is statistically significant (Shaukat et al., 2015; Yousaf, 2014; Islam & Shazali, 2011; Darwish, 1998). Thus, this finding has contribution in the way of

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generalizing the notion that employee job security has positive influence on the performance of employees.

Additionally, the effect size (f^2) of employee job security on the employee performance is 0.04 signifies that employees‘ positive perception about the job security make them encouraged to perform more work in the organization. Thus, the job security and performance behavior is reciprocated by each other which derived from the concept of social exchange theory (Homans, 1961). When employees find that they are likely to continue their job in the organization as long as they wish then they reciprocated the organization with more performance. Hence, this finding is the extension of the existing social exchange theory. Therefore, the positive relationship between employee job security and employee performance is recognized in the context of ready-made garment industry in Bangladesh.

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6.3.1.4 Relationship between Employee Promotion Opportunity and Employee Performance

Employee promotion opportunity is the changes of work position towards upper level in the organizational structure (DeCenzo & Robbins, 2010). In the organizational perspective, upper position means more work responsibilities as well as high status. Thus, smooth promotion opportunity in the organization influence employees to perform more work with a view to prepare them for the next position. In this study, hypothesis 4 (H4) establishes that the relationship between employee promotion opportunity and employee performance is statistically significant (β=0.229, t-value=5.285, and p-value=0.000). Thus, the study proves that the employees‘ career advancement opportunity in the organization encourages them to perform more job

duties. The earlier study of Yousaf (2014) proves that promotion opportunity and performance relationship is positive and significant. Some other studies (Choo et al., 2013; Lim & Ling, 2012; Sardar et al., 2011; Shahzad et al., 2008) find significant relationship between employee promotion opportunity and employee performance. Thus, the finding of this study adds literature with existing body of knowledge in the developing context that employee promotion opportunity positively influences on the employee performance.

In addition, the effects size (f^2) of employee promotion opportunity on the employee performance is 0.07 meaning that when employees perceive that organization follow defined policy and have opportunity of being promoted they feel passion in doing their work, thus, increase the employees' productivity. Hence, the relationship between promotion and performance has been established based on the reciprocal behavior (Lambe et al., 2001). Thus, the notion of social exchange theory is extended in developing context. Therefore, the positive relationship between employee promotion opportunity and employee performance is established in the context of ready-made garment industry in Bangladesh.

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6.3.1.5 Relationship between Employee Relations with Supervisor and Employee Performance

Employee relations with supervisor refer to the interactions between employees and their reporting boss (London, 1993). In the organizational perspective, good employee relations create employees' mental attachment with the work and consequently improve the employees' performance level. In this study, the hypothesis 5 (H5) reveals that the relationship between employee relations with supervisor and

employee performance is statistically significant (β=0.137, t-value=3.690, and p-value=0.000). Thus, the study establishes that employees‘ high level performance is influenced by the quality of relations maintained by the employer or boss with the fellow employees. The recent study of Islam (2014) shows that relations between employee and employer at the workplace determines the employees‘ level of performance. The lack of harmonious relations with the employees makes them reluctant in performing their job duties. Some other studies in different contexts also prove that pleasant relations between employee and the supervisor has significant role in increasing the employees‘ level of performance (Chowdhury et al., 2012; Ramayah et al., 2011; O‘Neill & Arendt, 2008; Ali & Hamdy, 2005; Gomez-Mejia et al., 2001). Hence, the existing literatures are enriched with the finding of employee relations and performance relationship in the developing context like Bangladesh.

Additionally, the effect size (f^2) of employee relations with supervisor on the employee performance is 0.03 signifies that when employees perceive that their supervisor is friendly, cooperative, impartial, and after all keeps good relations with them then the employees encourage to perform more work for the organization. Thus, it can be treated as exchange behavior (Stafford, 2008) meaning that maintenance of supervisor‘s good relations with the fellow employees is reciprocated by the high employee performance (Cropanzano & Mitchell, 2005). Hence, the finding of hypothesis 5 is the extension of existing social exchange theory in the context of developing economy. Therefore, employee relations with the supervisor can be treated as a good predictor for increasing the performance of employees in the context of ready-made garment industry in Bangladesh.

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6.3.2 Influence of HRM Practices (TD, COM, JSEC, PRO, and ERS) on Employee Engagement

The second research question of this study is that is there any relationship between HRM practices (employee training and development, employee compensation, employee job security, employee promotion opportunity, and employee relations with supervisor) and employee engagement? From the review of previous literatures this research question generates five different hypotheses which are discussed and interpreted in different sub-sections as follow:

6.3.2.1 Relationship between Employee Training and Development, and Employee Engagement

The finding of hypothesis 6 (H6) of this study reveals that the relationship between employee training and development, and employee engagement is statistically significant (β=0.217, t-value=4.098, and p-value=0.000). Hence, this study establishes that employee training and development has positive influence on employee engagement. Organization‘s initiatives regarding effective training and development program for the employees make them concerned with the organization that enhances their engagement level with the work. The recent study of Albrecht et al. (2015) reveals that effective employee training and development session increases the employee engagement level. There are several other studies conducted in different countries establish that training and development program for the employees increases their work engagement level in the organization (sardar et al., 2011; Sardae et al., 2011; Shuck et al., 2010; Schaufeli & Salanova 2010; Andrew, 2008). Thus, in the

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developing context it also proves that training and development is a good predictor for enhancing employee engagement level.

Furthermore, the effect size (f^2) of training and development on employee engagement is 0.04 signifies that employees‘ positive perception on the organization‘s initiatives regarding conduction of well-designed training and development program for the employees has positive influence on the employees‘ engagement level in the organization. Hence, the relationship between training and development, and employee engagement is reciprocal to each other making sense that organization‘s efforts regarding training and development program is repaid by the employees‘ engagement level in the organization (Wagner & Harter, 2006). Therefore, positive relationship between employee training and development, and employee engagement has been established in the context of ready-made garment industry in Bangladesh.

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6.3.2.2 Relationship between Employee Compensation and Employee Engagement

The finding of hypothesis 7 (H7) of this study reveals that the relationship between employee compensation and employee engagement is not statistically significant (β=0.053, t-value=0.902, and p-value=0.183). Hence, this study proves that the organization‘s compensation package has no influence on employees‘ engagement level. A couple of earlier studies (Omolayo & Owolabi, 2007; Gratton, 2004) in different contexts find no direct relationship between employee compensation and employee engagement level. In the perspective of RMG industry in Bangladesh it is evident that the working environment of the garment factories is not appreciating (Rashid & Rashid, 2015) rather misbehavior like insult, physical assault, sexual

harassment is very common in majority of the factories (Islam & Ahmed, 2014). The fulfillment of employees‘ social need is essential for increasing their psychological attachment with the work (Maslow, 1943). Thus, the compensation has no influence of making employees‘ engaged with the factory since they cannot fulfill their social needs at the workplace. Moreover, the safety issues like proper fencing of machineries, wide staircase, availability of precautionary equipments etcetera are absent in majority of the garment factories to protect employees from unexpected accidents (Mehta, 2012). Thus, garment employees are seen reluctant in their job and have no mental feeling for the workplace. Furthermore, the employees of the garment factory perceive that the job of a garment factory does not uphold their social status (Islam & Ahmed, 2014), therefore, garment employees always possess a tendency of switching their job from existing factory to another organization (Caesen, Stinglhamber & Marmire, 2016). As a result, compensation package of operational level employees does not make any sense of being engaged them with the factory. Thus, the compensation of operational level employees‘ fails to influence on their engagement level with the factory in the context of ready-made garment industry in Bangladesh. Therefore, the relationship between employee compensation and employee engagement is insignificant from the perspective of ready-made garment industry in Bangladesh.

On the other hand, the effect size (f^2) of employee compensation on employee engagement is 0.002 meaning that employees‘ perception about the compensation package is unable to make influence on their engagement level. The satisfactory exchange takes place between employee and employer when both the parties think that they are getting enough compared to their sacrifices. According to Homans

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(1961) exchange between the parties is subject to the cost-benefit analysis. Thus, this hypothesis extends the knowledge on social exchange theory in the developing context like Bangladesh. Therefore, employee compensation of operational level employees has no influence on employee engagement level of ready-made garment industry in Bangladesh.

6.3.2.3 Relationship between Employee Job Security and Employee Engagement

The finding of hypothesis 8 of this study reveals that the relationship between employee job security and employee performance is statistically significant (β=0.191, t-value=3.312, and p-value=0.000). Hence, this study establishes that employee job security has positive influence on employee engagement level in the context of ready-made garment industry in Bangladesh. The assurance of smooth job continuation in the organization increase employees‘ mental attachment with the work which is the expression of employee engagement in organizational perspective (Rousseau, 1995). The earlier study of Majumder (2012) proves that job security has positive influence on the psychological attachment of employees with the organization. Several other studies also show that employee job security and employee engagement relationship is statistically significant (Smithson & Lewis, 2000; Rousseau, 1995; Rousseau & Parks, 1993). Hence, this study in the developing context proves again that the significant relationship between employee job security and employee engagement exists thus, contribute to the body of knowledge.

In addition, the effect size (f^2) of employee job security on the employee engagement is 0.03 meaning that when the employees perceive that their job is secured then they are expected to be more engaged with the the organization. This is a matter of

reciprocity. The assurance of organization about the security of employees‘ job is reciprocated by the increase of employees‘ engagement level (Arakawa & Greenberg, 2007; Emerson, 1976; Burns, 1973). Hence, the finding of hypothesis 8 of this study has extended the scope of exchange theory from the context of developing economy like Bangladesh. Therefore, it is establishes that employee job security has positive influence on the employee performance in the context of ready-made garment industry in Bangladesh.

6.3.2.4 Relationship between Employee Promotion Opportunity and Employee Engagement

The finding of hypothesis 9 (H9) of this study reveals that relationship between employee promotion opportunity and employee engagement is statistically significant (β=0.249, t-value=4.613, and p-value=0.000). Thus, the study proves that smooth promotion path in the organization makes employees engaged with the organization. In organizational perspective, employees expect fairness in promotion policy as well as adequate promotion opportunity and when employees find that they are not deprive of from career advancement opportunity their level of engagement with the organization increases. The recent study of Anitha (2014) reveals that employees‘ promotion opportunity in the organization has significant influence on the employees‘ engagement level. Several other studies in different contexts find that the relationship between employees‘ career advancement opportunity and employee engagement is significant (Shuck &Rocco, 2014; Choo et al., 2013; Joshi & Sodhi, 2011; Schaufeli & Salanova, 2010). Thus, this finding adds knowledge to the existing literatures in the developing context like Bangladesh.

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Additionally, the effect size (f^2) of employee promotion opportunity on the employee engagement is 0.05 meaning that employees‘ perception about the smooth promotional opportunity in the organization increases their level of engagement in the organization. The notion of this view is that the opportunity of employees‘ positional growth is reciprocated by the employee engagement level with the organization (Karen & Rice, 2003). Hence, this finding is supported by the social exchange theory and contributes for the extension of the social exchange theory from new context. Therefore, the finding establishes that employee promotion opportunity has positive influence on employee engagement in the context of ready-made garment industry in Bangladesh.

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6.3.2.5 Relationship between Employee Relations with Supervisor and Employee Engagement

In this study, the hypothesis 10 (H10) reveals that employee relations with supervisor and employee engagement relationship is statistically significant (β=0.096, t-value=1.822, and p-value=0.034). Hence, this finding proves that employers‘ or supervisors‘ harmonious relations with their fellow employees have positive influence on their level of engagement in the organization. In the organizational viewpoint, employees always try to maintain good relations with their superior; therefore, the same maintenance by the supervisor develops employees‘ attachment or engagement level with the organization. Recently, the study of Albrecht et al. (2015) proves that at every aspect of the organizational operations employee relations have significant influence in enhancing employee engagement level at work. Several other studies in different context also prove that employee relations with supervisor have positive

influence on employee engagement level (Joshi & Sodhi, 2011; Schaufeli et al., 2009; Bakker et al., 2006; May et al., 2004). Thus, this finding is the supplement of the existing literatures in the context of developing economy like Bangladesh. Therefore, the positive relationship between employee relations with supervisor and employee engagement is establishes in the context of ready-made garment industry in Bangladesh.

6.3.3 Influence of Employee Engagement on Employee Performance

The third research question is that is there any relationship between employee engagement and employee performance. From the review of earlier literatures this research question generates one hypothesis that employee engagement has positive influence on employee performance.

The hypothesis 11 (H11) of this study reveals that the relationship between employee engagement and employee performance is statistically significant (β=0.098, t-value=2.578, and p-value=0.005). Hence, this finding proves that engaged employees in the organization perform more than that of disengaged counterparts. Thus, the initiatives of the organization making employees engaged with the work are expected to increase the performance level of the employees. Recently, the study of Rana et al. (2014) proves that employee engagement has significant influence on the performance of employees. Several other previous studies in different contexts also reveal that employee engagement has positive influence on the employees‘ performance level (Kim et al., 2012; Demerouti & Cropanzano, 2010; Halbesleben, 2010; Leiter & Bakker, 2010; Richman, 2006; Harter et al., 2002). Thus, this finding adds literature

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with the existing body of knowledge from the context of developing country particularly in Bangladesh.

Additionally, the effect size (f^2) of employee engagement on the employee performance is 0.02 meaning that employees‘ perception about the organization‘s initiatives of making employees‘ engaged with the organization increases their level of performance. The notion of this view is that the activities of the organization of making employees‘ engaged with the work are reciprocated by the employees‘ performance level in the organization (Saks, 2006). Hence, this finding is supported by the social exchange theory and contributes for the extension of the social exchange theory from new context. Therefore, the finding establishes that employee engagement has positive influence on employee performance in the context of developing countries particularly in the ready-made garment industry in Bangladesh.

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6.3.4 Mediation of Employee Engagement on HRM Practices (TD, COM, JSEC, PRO, and ERS) and Employee Performance Relationship

The fourth research question is that is employee engagement mediates the relationship between HRM practices (employee training and development, employee compensation, employee job security, employee promotion opportunity, and employee relations with supervisor) and employee performance. From the review of earlier literatures this research question generates five different hypotheses which are discussed and interpreted in different sub-sections as follow:

6.3.4.1 Mediation of Employee Engagement on Employee Training and Development, and Employee Performance Relationship

The hypothesis 12 (H12) of this study reveals that employee engagement partially mediates the relationship between employee training and development, and employee performance (VAF=0.28). Hence, this study establishes that employee engagement strengthen the relationship between training and development, and employee performance (Baron & Kenny, 1986). In this study, employee training and development is a good predictor for the outcome variable of employee performance, where employee engagement plays an important role in increasing the employee performance to some extent. Recently, the study of Sattar et al. (2015) in the context of Pakistan proves that the relationship of training and performance is mediated by employee engagement. Thus, it can be concluded that in the perspective of ready-made garment industry in Bangladesh the practitioners can consider the employee engagement issue in their factory along with effective training and development program for gaining more employee performance at the workplace.

The earlier study reveals that training and development has positive relationship with employee performance (Atteya, 2012; Miller & Stevens, 2012) and employee engagement (Choo et al., 2013; Luthans, 2010). Moreover, employee engagement has positive relationship with employee performance (Kim et al., 2012; Shuck & Reio, 2011). Hence, more positive influences occur on employee performance when employee engagement is considered with training and development program in the organization. Several previous studies prove that employee training and development has positive significant relationship with employee performance, whereas this study proves that the relationship between training and development, and employee

performance is significant even going through the employee engagement (β=0.021, t-value=2.152, and p-value=0.016). In addition, employee engagement makes the said relationship stronger. Moreover, the relationship between training and development, and engagement as well as engagement and employee performance are reciprocal between employee and employer is supported by social exchange theory (Karen & Rice, 2003). Thus, the mediation of employee engagement between training and development, and employee performance relationship is logical and justified. Therefore, employee engagement has mediating role on training and development, and employee performance relationship in the context of ready-made garment industry in Bangladesh.

6.3.4.2 Mediation of Employee Engagement on Employee Compensation and Employee Performance Relationship

In this study, the hypothesis 13 (H13) reveals that employee engagement does not mediates the relationship between employee compensation and employee performance. Thus, this hypothesis proves that employee engagement does not strengthen the compensation and performance relationship (Baron & Kenny, 1986). Although employee compensation is a good predictor of employee performance but the addition of employee engagement as mediating variable does not make any sense between compensation and performance relationship. Thus, the consideration of employee engagement between compensation package and performance relationship is not expected to play any role for more employee performance in the context of ready-made garment industry in Bangladesh.

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The working condition of garment factories in Bangladesh is not at satisfactory level (Rashid & Rashid, 2015) rather misbehavior like insult, physical assault etcetera are viewed in majority of the factories (Islam & Ahmed, 2014). Thus, the employees of the garment industry cannot fulfill their social needs; however, it increases their psychological attachment with the work (Maslow, 1943). Moreover, the safety issues at workplace like proper fencing of machineries, wide staircase, availability of precautionary equipments etcetera are not sufficient in majority of the garment factories to protect employees from unexpected occurrence (Mehta, 2012). Furthermore, the employees of the garment factory perceive that their job do not uphold their social status (Islam & Ahmed, 2014). Thus, garment employees always possess a tendency of switching their job from existing factory to another organization (Caesen, Stinglhamber & Marmire, 2016). Hence, it recognizes that the employee compensation of ready-made garment industry in Bangladesh has no significant influence on the employee performance through the mediation of employee engagement issue (β=0.005, t-value=0.822, and p-value=2.206). Additionally, a couple of previous studies (Omolayo & Owolabi, 2007; Gratton, 2004) in different context find no direct relationship between compensation and employee engagement. On the other hand, social exchange theory conveys that the satisfactory exchange cannot be performed without having perceived value against the sacrifice of the involved parties (Homans, 1961). Therefore, no mediation of employee engagement takes place on employee compensation and employee performance relationship in the context of ready-made garment industry in Bangladesh.

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6.3.4.3 Mediation of Employee Engagement on Employee Job Security and Employee Performance Relationship

In this study, the hypothesis 14 (H14) reveals that employee engagement partially mediates the relationship between employee job security and employee performance (VAF=0.25). Hence, this study establishes that employee engagement strengthen the relationship between job security and employee performance (Baron & Kenny, 1986). In this study, employee job security is a good predictor for the outcome variable of employee performance, where employee engagement plays an important role in increasing the employee performance to some extent. Thus, it can be concluded that in the perspective of ready-made garment industry in Bangladesh the practitioners can consider the employee engagement issue in their factory along with assurance of job security for gaining more employee performance at the workplace.

The earlier study reveals that employee job security has positive relationship with employee performance (Shaukat et al., 2015; Islam & Shazali, 2011) and employee engagement (Bhuiyan, 2012; Majumder, 2012). Moreover, employee engagement has positive relationship with employee performance (Kim et al., 2012; Shuck & Reio, 2011). Hence, more positive influences appear on employee performance when employee engagement is added with job security. Several previous studies prove that employee job security has positive significant relationship with employee performance, whereas this study proves that the relationship between job security and employee performance is also significant while going through the employee engagement (β=0.019, t-value=2.084, and p-value=0.019). In addition, employee engagement makes the said relationship stronger. Moreover, the relationship between job security and engagement as well as engagement and employee performance is

reciprocated by employee and employer which are supported by social exchange theory (Lambe, 2001). Thus, the mediation of employee engagement between employee job security and performance relationship is logical and justified. Therefore, employee engagement has mediating role on job security and employee performance relationship in the context of ready-made garment industry in Bangladesh.

6.3.4.4 Mediation of Employee Engagement on Employee Promotion Opportunity and Employee Performance Relationship

The hypothesis 15 (H15) of this study reveals that employee engagement partially mediates the relationship between employee promotion opportunity and employee performance (VAF=0.24). Hence, this study establishes that employee engagement strengthen the relationship between promotion opportunity and employee performance (Baron & Kenny, 1986). In this study, employee promotion opportunity is a good predictor for the outcome variable of employee performance, where employee engagement plays an important role in increasing the employee performance to some extent. Thus, it can be concluded that in the perspective of ready-made garment industry in Bangladesh the practitioners can consider the employee engagement issue in their factory along with smooth promotion opportunity for gaining more employee performance at the workplace.

The earlier study reveals that promotion opportunity has positive relationship with employee performance (Lim & Ling, 2012; Ghebregiorgis & Karsten, 2007) and employee engagement (Choo et al., 2013; Gagne & Bhave, 2011). Moreover, employee engagement has positive relationship with employee performance (Kim et al., 2012; Shuck & Reio, 2011). Hence, more positive influences occur on employee

performance when employee engagement is added with employees‘ promotion opportunity. Several previous studies prove that employee promotion opportunity has positive significant relationship with employee performance, whereas this study proves that the relationship between promotion opportunity and employee performance is also significant going through the employee engagement (β=0.024, t-value=2.242, and p-value=0.012). In addition, employee engagement makes the said relationship stronger. Moreover, the relationship between promotion opportunity and engagement as well as engagement and employee performance is reciprocal between employee and employer is supported by social exchange theory (Lambe, 2001). Thus, the mediation of employee engagement between promotion opportunity and employee performance relationship is logical and justified. Therefore, employee engagement has mediating role on employee promotion opportunity and employee performance relationship in the context of ready-made garment industry in Bangladesh.

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6.3.4.5 Mediation of Employee Engagement on Employee Relations with Supervisor and Employee Performance Relationship

The hypothesis 16 (H16) of this study reveals that employee engagement partially mediates the relationship between employee relations with supervisor and employee performance (VAF=0.31). Hence, this study establishes that employee engagement strengthen the relationship between employee relations and employee performance (Baron & Kenny, 1986). In this study, employee relations are a good predictor for the outcome variable of employee performance, where employee engagement plays an important role in increasing the employee performance to some extent. Thus, it can be concluded that in the perspective of ready-made garment industry in Bangladesh the

practitioners can consider the employee engagement issue in their factory along with maintenance of harmonious employee relations for gaining more employee performance at the workplace.

The earlier study reveals that employee relations have positive relationship with employee performance (Chowdhury et al., 2012; Ramayah et al., 2011) and employee engagement (Hossan et al., 2012; Joshi & Sodhi, 2011; Macey & Schneider, 2008). Moreover, employee engagement has positive relationship with employee performance (Kim et al., 2012; Shuck & Reio, 2011). Hence, more positive influence occurs on employee performance when employee engagement is added with good employee relations. Several previous studies prove that employee relations have positive significant relationship with employee performance; whereas this study proves that the relationship between employee relations with supervisor and employee performance is significant even going through the employee engagement (β=0.009, t-value=1.356, and p-value=0.088). In addition, employee engagement makes the said relationship stronger. Moreover, the relationship between employee relations and engagement as well as engagement and employee performance is depended on the reciprocal relationship of employee and employer is supported by social exchange theory (Saks, 2006). Thus, the mediation of employee engagement between employee relations with supervisor and employee performance relationship is logical and justified. Therefore, employee engagement has mediating role on employee relations and employee performance relationship in the context of ready-made garment industry in Bangladesh.

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6.4 Research Implications and Contributions

This study has been designed and conducted with the support of social exchange theory. As a result, this study makes implications and contributions for the extension of social exchange theory by the two ways. *Firstly,* this study considered five independent variables together in the model and tested empirically, thus, provides theoretical extension. *Secondly,* the use of mediating variable in between independent and dependent variable developed new relationship in this model. Therefore, the findings extend the body of knowledge in the theory and practices which come across through empirical justifications. Moreover, the discussions of methodological limitations of the previous studies make researcher conscious for this study getting less flaws, thus, signifies as methodological contribution. Furthermore, the findings of this study are expected to work as a guideline for practitioners and policy makers for the improvement of employee performance in the new context, thus have practical implications and contributions. The critical discussions about theoretical, practical, and methodological implications and contributions are presented in the next few sections.

6.4.1 Theoretical Implications and Contributions

The conceptual framework of this study has been developed after thorough and critical review of previous literature. Moreover, the conceptual framework of this study is backed by the social exchange theory (Homans, 1961). Therefore, this study claims some theoretical implications and contributions to the body of knowledge.

This study considers the influence of five exogenous variables such as employee training and development, employee compensation, employee job security, employee promotion opportunity, and employee relations with supervisor for the measurement of employee performance. These five exogenous variables have been identified through critical review of previous literatures and are considered to have severe influence on the performance of employees of ready-made garment industry in Bangladesh. The previous studies did not consider these variables together for the measurement of performance of garment employees in the context of developing economy. In this connection, the meta-analysis conducted by Ahmed et al. (2016) suggests to conduct an empirical study considering the above mentioned variables, thus have implication and contribution for the extension of knowledge with the body of existing literatures.

Several studies considered several aspects of HRM practices for measuring their influence on employee performance. For instances, Malik et al. (2010) draws attention on selection process, decision making, job design, career management, and performance management which have influence on better performance, whereas, Swanson and Holton (2009), and Vince (2003) emphasize on training and development, career growth, employee relations, and organizational change as a suitable HRM practices which have influence on employee performance. Again, Tessema and Soeters (2006) highlight recruitment and selection, placement, training, compensation, job security, and performance appraisal as a precursor of employee performance. In contrast, this study considers training and development, compensation, job security, promotion opportunity, and employee relations as predictor variables for measuring performance of operational level employee.

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Therefore, this study has theoretical implications and contributions for measuring performance of employees.

In addition, this study include employee engagement as a mediating variable since several studies (Ahmed et al., 2016; Macey & Schneider, 2008; Ellis & Sorensen, 2007; Saks, 2006) argue that employee engagement is a new concept, thus, it need to be tested in different areas of studies for proving its theoretical implications and contributions. The different aspects of HRM practices have positive influence on employee engagement (Shuck et al., 2011; Arakawa & Greenberg, 2007) and also on employee performance (Shaukat et al., 2015; Malik et al., 2010). Again, employee engagement has positive influence on the performance of employees (Rana et al., 2014; Anitha, 2014). Therefore, mediation of employee engagement is justified (Baron & Kenney, 1986) which has been proved as a theoretical implication in this study. Again, mediating variable strengthen the relationship between exogenous and endogenous variable (Baron & Kenney, 1986), thus, this study has contribution identifying the extent by which employee engagement strengthen the HRM practices and employee performance relationship.

Furthermore, this study is supported by the social exchange theory where the relationship between the parties is reciprocal (Robinson et al., 2004). This study finds that employees employ extra efforts in the organization to perform more when they are repaid by the organization‘s efforts in terms of effective training and development program, desired compensation package, secured job continuation, smooth promotion opportunity, and harmonious employee relations from the supervisor. Again, employees‘ positive perceptions on HRM practices (training and development, compensation, job security, promotion opportunity, and employee relations) are also

repaid by their more work engagement level. More specifically, when organization is operated through good HRM practices then the employees engage themselves with the organization. Further, employees feeling of engagement to the organization encourage them to perform more. Therefore, this study has theoretical implications and contributions to the body of knowledge and enriches the existing literatures to some extent.

6.4.2 Practical Implications and Contributions

The study has been conducted in the context of ready-made garment industry in Bangladesh highlighting the HRM practices and its influence on the performance of the employees. Thus, the findings of this study carry some practical implications and contributions for the practitioners and policy makers.

The majority of the studies regarding employee performance have been conducted in developed countries like UK, Canada, USA, Australia, and Romania and so on but very few of them are found in the developing economy like Bangladesh (Ahmed et al., 2016; Mahmood, 2004). The findings of developed economy cannot be implemented in the developing settings due to the dissimilarities of cultural orientation, educational level, and socioeconomic conditions (Khan et al., 2010). Thus, the findings of this study have practical implications and contributions for the organizations of developing countries. The policy maker and practitioners can consider the results of this study while formulating or implementing the appropriate HRM practices in their organization so that the performance of the employees can be enhanced.

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Again, the concept of employee engagement is comparatively new to the practitioners and academicians in the context of Asian region like Bangladesh, India, Nepal, Singapore, Malaysia and Indonesia (Kao et al., 2000). Several studies argue that more researches need to be conducted on the employee engagement in different contexts and environments for its generalization (Demerouti & Cropanzano, 2010). Moreover, Ahmed et al. (2016) suggests conducting study on the employee engagement issue in the Asian region particularly in Bangladesh so that the engagement issue can be proved empirically for generalization. Thus, the finding about employee engagement of this study explains how employee engagement plays role in the organization for increasing employee performance in Asian region. Therefore, this study has practical implications and contributions how employee engagement related with HRM practices and employee performance, thus, bridge up the gap in the developing context like Bangladesh.

Moreover, HRM practices are imperative in labor-intensive organization than capital-intensive organization due to the involvement of huge number of employees (Huda, 2007). The ready-made garment industry in Bangladesh is labor-intensive in nature where about 40 percent of total manufacturing employees are working in the country (Labor Force Survey, 2010). Thus, the findings of this study are best suited for the labor-intensive organization and are expected to be implemented as a guideline for the enhancement of employee performance. Therefore, the study has practical implication and contribution to those organizations having large number of employees and is mostly dependent on people rather automated operations.

Furthermore, in Asian region, the contribution of apparel industry to the economy of several countries such as Bangladesh, India, China, Pakistan, Cambodia, Thailand,

and Sri Lanka is noteworthy. Consequently, the findings of this study are expected to be a guideline for the practitioners and policy makers of those countries who are involved with garment business as well as who are planning to participate in the garment market. Thus, the model of this study is expected to understand how the performance of the employees of the garment factories can be improved through effective implementation of HRM practices and engagement issue. Therefore, this study carries practical implications and contribution to the practitioners and policy makers who are especially involved with the operations of garment factory in the Asian region as a whole.

In addition, this study reveals that good HRM practices is inevitable for better work performance of the employees and make employees‘ more engaged with their work in the organization. Alternatively, it is proved that the implementation of excellent HRM practices in the organization make employees‘ engaged (physical, mental and emotional devotion) to the work results formation of employees‘ positive perceptions to repay the organization with positive work behavior like better performance at the workplace. This contribution is supported by the social exchange theory since this notion is based on the reciprocity of employee and employer. Therefore, another notable contribution of this study is that good HRM practices create a feeling of indebted in employees‘ mind that make employees‘ engaged and better performer at the workplace.

Finally, the study focuses on the lower level employees of the ready-made garment industry in Bangladesh. Since the employee performance in this study is measured by the volume of production, thus main concentration of this study is operational employees. Hence, the findings of this study is the solution of how lower level

employees react with the HRM practices to be engaged with the organization and increase their productivity. Therefore, the study has managerial implication and contribution of how the lower level employees can be handled for maximizing their performance at workplace.

6.4.3 Methodological Implications and Contributions

This study is quantitative in nature that particularly follow PLS-SEM path modeling technique for the analysis of data. Majority of the previous studies use SPSS, AMOS and alike for data analysis whereas PLS is comparatively less used and growingly important analysis tool in structural equations modeling (Shackman, 2013). As the methodological implication and contribution is concern, PLS-SEM is used to assess psychometric properties of each latent variable through the assessment of convergent and discriminant validity. Thus, PLS technique is more robust than other analysis techniques. Additionally, PLS-SEM can be used for theory development and can assess model‘s predictive power which helps to explore the extent of impact on employee performance by the predictor variables. Therefore, this study represents unique methodological implication and contribution.

In addition, the second generation multivariate analysis technique like SEM provides more accurate and detailed results from the dataset in different perspectives. Consequently, it is expected that more acceptable results have been generated from this study. The direct effect relationships and indirect effect relationships of this study are presented very precisely. Hence, the effect of HRM practices and employee engagement on the employee performance has been recognized by this

methodological application. Therefore, the methodology of this study has contribution in producing segregated and accumulated results.

More importantly, the present study accumulates different sampling methods together with logical manner so that more realistic results can be attained. Since the garment factories are geographically clustered in 5 major areas, thus, one cluster has been selected randomly for data collection under cluster sampling method. The factories of the selected cluster have been categorized into small, medium and larger categories on the basis of element size under stratified sampling method and the ratio of small, medium and large factories are identified for ensuring the proportionate representation of respondents working at the selected factories. Finally, simple random sampling method is used for the selection of expected respondents from the randomly selected factories situated in Ashulia at Dhaka division in Bangladesh. Thus, this study has unique methodological contributions and implications since it combines several sampling methods in fulfilling the demand of the sampling technique of this study.

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6.5 Limitations and Future Research Directions

The study has been conducted on the basis of several hypothesized relationship between HRM practices and employee performance, and in addition considering employee engagement as a mediating variable. The findings of this study are not beyond limitations although the majority of the hypotheses are found statistically significant.

Firstly, this study follows cross-sectional research where the causal interferes of population are absent. Consequently, data collected from different group of

employees (in terms of age, gender, marital status etc) but their socioeconomic background, education level, and ethnicity are almost similar. Thus, the cause-and-effect relationship over a period of time is ignored in this study. Therefore, future research may be conducted following longitudinal research design to find out the causal relationship of the constructs at different points in time for the confirmation of the present study. Experimental or Longitudinal research confirms the causality of the hypothesized relationships and it deemed advantageous since it follows the changes of relationships over time (Joarder, 2012; Cooper & Schindler, 2003).

Secondly, the constructs used in this study is assessed through self-report measures where there is a chance of common method bias (Donaldson & Grant-Vallone, 2002; Podsakoff & Organ, 1986) and social desirability bias (Moorman & Podsakoff, 1992; Zerbe & Paulhus, 1987). Although different attempts such as ensuring anonymity and improvement of scale have been considered (Podsakoff et al., 2012; Podsakoff & Organ, 1986), in spite of these there may have possibility that the participants might under-reported or over-reported their responses while filling up the survey questionnaire. The psychological or attitudinal data collected from single respondent may cause problem for relationship measurement due to common method bias (Avolio, Waldman & Yammarino, 1991). Therefore, further research can be performed through dyad approach where data are to be collected from both employees and employers regarding the survey questionnaire so as to control the common method bias.

Thirdly, the present study has been conducted on the on the operational level (Lower level) employees, thus, the findings offer acceptability of generalization from the perspective of lower level employees. The generalization of the results could be more

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acceptable through incorporating mid-level and top-level employees since they have influence on the performance of employees. Therefore, the next study may be conducted on the managerial level employees of the ready-made garment industry in Bangladesh.

Fourthly, this study has been conducted on the ready-made garment industry in Bangladesh where 40 percent of total manufacturing employees are working (Labor Force Survey, 2010). Consequently, the findings of this study have no reflection about the remaining 60 percent manufacturing employees because they are ignored from this study. Therefore, some other further studies may be conducted on other sectors such as pharmaceuticals industry, food and beverage industry, and so on.

Fifthly, the model of this study explains 45.7 percent of total variance in employee engagement and 69.1 percent of total variance in employee performance. Thus, it is obvious that there are some other exogenous latent variables which have significant role in explaining engagement and performance constructs. More specifically, 54.3 percent and 30.9 percent of variance of employee engagement and employee performance respectively can be explained by the other latent constructs. Therefore, further research may be performed adding other constructs such as workplace safety, sexual harassment, and international conspiracy so that more variance can be explained by that study. As many as constructs as predictor variables are included in the model the amount of explained variance is expected to be increased.

Sixthly, in this study, respondents‘ demographic variables such as age, gender, job tenure and education level have been considered as a control variable since this study mainly concentrate on HRM practices and perforamance relationship through employee engagement as a mediating variable. Therefore, other studies may be

conducted considering demographic variable as a moderating variable to assess how respondents‘ demographic status such as age, gender, job experience, education level etcetera influences on the performance of the employees. Additionally, the present research framework may be extended by using above mentioned demographic variables as a moderator.

Seventhly, the questionnaire of this study is self-administered where researcher was not physically present in collecting data; therefore, in few cases respondents may answer the questions without complete understanding of the statements since operational level employees belong to lower education level. Therefore, interview method may be followed for further studies while dealing with the respondents of lower education level.

Finally, the analysis of the present study is quantitative in nature and is dependent on the survey data. Additionally, the survey questionnaire of this study was close-ended for which the opinions of the respondents are not reflected in this study. Hence, qualitative study may be the further attempt so that the views of the employees can be incorporated in the findings. The other option may the mixed method research where both qualitative and quantitative analysis to be performed so that the performance of the employees of ready-made garment industry in Bangladesh can be described from different perspectives.

6.6 Conclusion

The study is concerned about the employees‘ perceptions towards HRM practices and their work behavior in the ready-made garment industry in Bangladesh. In the

Western context, several studies have been performed on how to increase the performance of employees but their findings cannot be implemented in the developing economy like Bangladesh. As a result, this study deemed inevitable in the developing context since effective HRM practices have significant influence on the performance of employees. Additionally, in the context of Asian region, employee engagement is newly added concept to the behavioral management studies although western countries find remarkable influence of employee engagement on the employee performance. Therefore, employee engagement has been considered between the relationship of HRM practices and employee performance for examining how HRM practices and employee engagement influence on the employee performance in the perspective of Bangladesh.

The present study discovers that employees‘ positive perception to the HRM practices have significant influence on the employee performance in the context of ready-made garment industry in Bangladesh. Additionally, the use of employee engagement as a mediating variable strengthen the said relationship, thus, add new horizon to the body of knowledge. Hence, the findings of this study are the supplements to the literatures that enrich the existing literatures to some extent. On the other hand, since this study conducted in the developing context like Bangladesh, thus, the findings of this study are expected to be implemented in other developing countries as a means of improving employee performance. Similarly, the findings can be implemented in other manufacturing industries in Bangladesh as well as in the developing countries as a whole for increasing employees‘ performance level. Therefore, the implementation of this model is expected to speed up the economic development of Bangladesh and other developing countries in Asian region.

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The business world today is going through the hyper competition and rivalry among the organizations is a common phenomenon. In this situation, the only alternative is to take effective measures about organization‘s human resources to increase the performance level of the employees‘ since necessity of human resources cannot be replaced by the machineries or other equipments. Consequently, the practitioners and academicians are always trying to explore the effective measures of managing organization‘s human resources so as to have significant influence on the performance of employees. Therefore, the model of this study is expected to assists the policy makers and practitioners as a guideline for ensuring employees‘ high level performance in the developing context particularly in the ready-made garment industry of Bangladesh.

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APPENDICES

Appendix – A

Survey Questionnaire

School of Business Management, College of Business
Universiti Utara Malaysia, Kedah Darul Aman,Malaysia.
Tel: 604-9285045, Fax: 604-9285761, ww.cob.uum.edu.my

Dear Participant,

The purpose of the attached survey questionnaire is to understand the human resource management practices of the RMG industry in Bangladesh. The survey questionnaire consisted of some statements and you are requested to give the appropriate answer. This questionnaire is designed to assess your perception of your factory's human resource management practices, and the extent it affects your attitude and behavior at work.

There is no right or wrong answers in this survey. All your answers will reflect your personal opinion about the current human resource practices of your organization. Individual responses to this survey will be kept CONFIDENTIAL and will NOT be disclosed. Your factory will have NO access to the information you have provided herein. Besides, no reference will be made in writing or orally that could link you to this study. Only summarized data will be reported in the results.

Please read carefully the instruction at the beginning of the questionnaire and answer all the statements as accurately as possible. Your time and cooperation will be highly appreciated. Please take a few minutes to fill out this survey questionnaire.

Thank you in advance for taking your valuable time to complete this survey.

Yours faithfully,

Shaheen Ahmed
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INSTRUCTIONS: Please read the following statements and indicate the extent of your agreement with the statements on a 7-point scale. **Please circle your appropriate answer**.

1 = Strongly Disagree (SD) || 2 = Disagree (D) || 3 = Disagree Somewhat (DS) || 4 = Neutral (N) || 5 = Agree Somewhat (AS) || 6 = Agree (A) || 7 = Strongly Agree (SA)

Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items	Measurement Scale
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance.	1 2 3 4 5 6 7
2	TD_2	I expect my factory provide developmental training programs for employee every few years.	1 2 3 4 5 6 7
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs.	1 2 3 4 5 6 7
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory.	1 2 3 4 5 6 7
5	COM_1	I hope attractive wages/salaries for employees at my factory.	1 2 3 4 5 6 7
6	COM_2	I expect the employee will receive equitable wage/salary at my factory.	1 2 3 4 5 6 7
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance.	1 2 3 4 5 6 7
8	COM_4	I think satisfactory salary level encourages employees for better performance.	1 2 3 4 5 6 7

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9	COM_5	I expect the salary should be enough to maintain the employees standard of living.	1	2	3	4	5	6	7
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish.	1	2	3	4	5	6	7
11	JSEC_2	I hope the termination of employee from the factory should not be easy.	1	2	3	4	5	6	7
12	JSEC_3	I think job security is expected for better employee performance in the factory.	1	2	3	4	5	6	7
13	PRO_1	I think individual employee will have clear promotion paths within the factory.	1	2	3	4	5	6	7
14	PRO_2	I think promotion opportunity encourages employee to perform more.	1	2	3	4	5	6	7
15	PRO_3	I think employees‘ promotion expectation in the factory should be known by their controlling/immediate supervisor.	1	2	3	4	5	6	7
16	PRO_4	I think employees who deserve promotion should have scope to be promoted.	1	2	3	4	5	6	7
17	ERS_1	My supervisor demonstrates trust and confidence upon me.	1	2	3	4	5	6	7
18	ERS_2	I expect my supervisor treats me with dignity and respect.	1	2	3	4	5	6	7
19	ERS_3	I expect my supervisor gives me the authority I need to do my job.	1	2	3	4	5	6	7
20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system.	1	2	3	4	5	6	7
21	ERS_5	I expect my supervisor‘s feedback about my work for better performance.	1	2	3	4	5	6	7
22	ERS_6	I expect my supervisor jointly sets performance objectives with me.	1	2	3	4	5	6	7

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23	ERS_7	I expect my supervisor helps me to develop my career plan.	1	2	3	4	5	6	7
24	ERS_8	I expect my supervisor offer adequate time for me to attend training.	1	2	3	4	5	6	7

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items	Measurement Scale						
25	ENG_1	At my work, I feel full energy.	1	2	3	4	5	6	7
26	ENG_2	At my job, I feel strong and spirit.	1	2	3	4	5	6	7
27	ENG_3	I am enthusiastic about my job.	1	2	3	4	5	6	7
28	ENG_4	My job inspires me.	1	2	3	4	5	6	7
29	ENG_5	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
30	ENG_6	I feel happy when I am working intensely.	1	2	3	4	5	6	7
31	ENG_7	I am proud of the work that I do.	1	2	3	4	5	6	7
32	ENG_8	I am thrust in my work.	1	2	3	4	5	6	7
33	ENG_9	I get carried away when I am working.	1	2	3	4	5	6	7

Section Three: Statement about employee performance

Sl. No.	Entry Code	Statements / Items	Measurement Scale						
34	PER_1	I fulfill the responsibilities stated in the job description.	1	2	3	4	5	6	7
35	PER_2	I perform the tasks that are expected from me.	1	2	3	4	5	6	7
36	PER_3	I meet the performance requirements of the job of the factory.	1	2	3	4	5	6	7

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37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment.	1	2	3	4	5	6	7
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform.	1	2	3	4	5	6	7
39	PER_6	I was not fail to perform my essential duties.	1	2	3	4	5	6	7
40	PER_7	I adequately complete assigned duties.	1	2	3	4	5	6	7

Section Four: Statement about demographic information

41. Age: …….. Years

42. Gender:

(i) Male (ii) Female

43. Education:

(i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor

(v) Master vi) Others (Specify) ……

44. Marital status:

(i) Married (ii) Unmarried (iii) Divorced

(iv) Widow

45. Job position: …….

46. Job experience: …… Years.

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Appendix – B

Cronbach's Alpha of the Pilot Study

Independent Variable-1: Employee Training and Development (TD)

Table B1

Reliability Statistics

Cronbach's Alpha	Number of Items
.782	4

Table B2

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD_1	18.45	3.668	.672	.682
TD_2	18.60	4.052	.615	.715
TD_3	18.67	4.618	.407	.811
TD_4	18.64	3.503	.669	.683

Independent Variable-2: Employee Compensation (COM)

Table B3

Reliability Statistics

Cronbach's Alpha	N of Items
.867	5

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Table B4

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COM_1	23.93	6.361	.762	.822
COM_2	24.19	6.256	.713	.834
COM_3	23.76	6.966	.581	.865
COM_4	24.10	6.527	.704	.836
COM_5	24.40	5.954	.704	.837

Independent Variable-3: Employee Job Security (JSEC)

Table B5

Reliability Statistics

Cronbach's Alpha	Number of Items
.805	3

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Table B6

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JSEC_1	12.52	2.304	.548	.835
JSEC_2	12.64	2.089	.693	.692
JSEC_3	12.40	1.857	.724	.653

Independent Variable-4: Employee Promotion Opportunity (PRO)

Table B7

Reliability Statistics

Cronbach's Alpha	Number of Items
.804	4

Table B8

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PRO_1	18.19	4.060	.618	.756
PRO_2	18.60	3.857	.669	.730
PRO_3	18.86	4.174	.525	.799
PRO_4	18.29	3.672	.669	.729

Independent Variable-5: Employee Relations with Supervisor (ERS)

Table B9

Reliability Statistics

Cronbach's Alpha	Number of Items
.881	8

Table B10

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ERS_1	40.74	13.369	.743	.856
ERS_2	40.93	14.409	.518	.879
ERS_3	41.24	14.186	.555	.875
ERS_4	40.93	13.044	.727	.857
ERS_5	40.81	13.036	.836	.847
ERS_6	41.21	13.880	.522	.881
ERS_7	41.29	13.721	.648	.866
ERS_8	40.69	14.024	.653	.866

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Dependent Variable: Employee Performance (PER)

Table B11

Reliability Statistics

Cronbach's Alpha	Number of Items
.865	7

Table B12

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PER_1	37.07	10.361	.734	.833
PER_2	37.45	10.595	.560	.857
PER_3	37.45	10.644	.584	.853
PER_4	37.02	11.195	.516	.861
PER_5	37.57	9.226	.757	.828
PER_6	37.29	11.087	.621	.849
PER_7	37.14	10.321	.711	.836

Mediating Variable: Employee Engagement (ENG)

Table B13

Reliability Statistics

Cronbach's Alpha	Number of Items
.841	9

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Table B14

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ENG_1	48.07	15.190	.675	.813
ENG_2	48.24	14.771	.668	.812
ENG_3	48.21	15.636	.520	.828
ENG_4	48.62	15.607	.564	.824
ENG_5	48.74	16.247	.458	.834
ENG_6	48.14	13.540	.740	.801
ENG_7	48.10	15.649	.488	.832
ENG_8	48.14	15.199	.562	.824
ENG_9	47.83	17.215	.298	.848

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Appendix – C

Item-wise Missing Value Analysis

Table C1

Univariate Statistics

Items	N	Mean	Std. Deviation	Missing		No. of Extremes[a]	
				Count	Percent	Low	High
TD_1	392	6.10	.757	0	.0	13	0
TD_2	392	6.03	.771	0	.0	14	0
TD_3	392	6.00	.820	0	.0	14	0
TD_4	392	6.08	.743	0	.0	12	0
COM_1	392	6.09	.768	0	.0	15	0
COM_2	392	6.12	.795	0	.0	12	0
COM_3	392	6.19	.737	0	.0	12	0
COM_4	392	6.00	.777	0	.0	.	.
COM_5	391	6.07	.746	**1**	**.3**	13	0
JSEC_1	392	6.24	.673	0	.0	14	0
JSEC_2	392	6.19	.800	0	.0	13	0
JSEC_3	392	6.15	.703	0	.0	14	0
PRO_1	392	6.14	.732	0	.0	15	0
PRO_2	392	6.04	.718	0	.0	.	.
PRO_3	392	5.91	.859	0	.0	9	0
PRO_4	392	6.09	.803	0	.0	14	0
ERS_1	392	5.93	.841	0	.0	0	0
ERS_2	392	5.93	.834	0	.0	0	0
ERS_3	392	6.10	.767	0	.0	14	0
ERS_4	392	5.89	.825	0	.0	4	0
ERS_5	392	5.81	.854	0	.0	8	0
ERS_6	392	6.15	.844	0	.0	13	0

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ERS_7	392	5.96	.830	0	.0	0	0
ERS_8	392	5.94	.841	0	.0	0	0
ENG_1	392	6.04	.759	0	.0	14	0
ENG_2	392	5.98	.811	0	.0	0	0
ENG_3	391	5.99	.816	**1**	**.3**	13	0
ENG_4	392	6.13	.776	0	.0	8	0
ENG_5	392	6.03	.796	0	.0	9	0
ENG_6	391	5.99	.802	**1**	**.3**	0	0
ENG_7	392	6.07	.804	0	.0	12	0
ENG_8	392	6.09	.804	0	.0	10	0
ENG_9	392	6.04	.802	0	.0	12	0
PER_1	392	6.34	.682	0	.0	14	0
PER_2	392	6.18	.757	0	.0	15	0
PER_3	391	6.28	.690	**1**	**.3**	9	0
PER_4	392	6.28	.685	0	.0	11	0
PER_5	392	6.40	.660	0	.0	8	0
PER_6	392	6.32	.714	0	.0	13	0
PER_7	392	6.30	.719	0	.0	13	0
AGE	392	24.63	2.486	0	.0	0	6
GENDER	390	1.88	.329	**2**	**.5**	.	.
EDU	391	2.08	.577	**1**	**.3**	.	.
M_STATUS	390	1.11	.325	**2**	**.5**	.	.
POSITION	392	3.00	.051	0	.0	.	.
EXP	389	5.32	2.122	**3**	**.8**	0	35

a. Number of cases outside the range (Q1 - 1.5*IQR, Q3 + 1.5*IQR).

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Appendix – D

Walker's Chi-Square Table

Table D1

Critical values for the Chi Square Distribution

df	Significance Level				
	0.10	0.05	0.025	0.01	0.005
1	2.7055	3.8415	5.0239	6.6349	7.8794
2	4.6052	5.9915	7.3778	9.2104	10.5965
3	6.2514	7.8147	9.3484	11.3449	12.8381
4	7.7794	9.4877	11.1433	13.2767	14.8602
5	9.2363	11.0705	12.8325	15.0863	16.7496
6	10.6446	12.5916	14.4494	16.8119	18.5475
7	12.017	14.0671	16.0128	18.4753	20.2777
8	13.3616	15.5073	17.5345	20.0902	21.9549
9	14.6837	16.919	19.0228	21.666	23.5893
10	15.9872	18.307	20.4832	23.2093	25.1881
11	17.275	19.6752	21.92	24.725	26.7569
12	18.5493	21.0261	23.3367	26.217	28.2997
13	19.8119	22.362	24.7356	27.6882	29.8193
14	21.0641	23.6848	26.1189	29.1412	31.3194
15	22.3071	24.9958	27.4884	30.578	32.8015
16	23.5418	26.2962	28.8453	31.9999	34.2671
17	24.769	27.5871	30.191	33.4087	35.7184
18	25.9894	28.8693	31.5264	34.8052	37.1564
19	27.2036	30.1435	32.8523	36.1908	38.5821
20	28.412	31.4104	34.1696	37.5663	39.9969

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21	29.6151	32.6706	35.4789	38.9322	41.4009
22	30.8133	33.9245	36.7807	40.2894	42.7957
23	32.0069	35.1725	38.0756	41.6383	44.1814
24	33.1962	36.415	39.3641	42.9798	45.5584
25	34.3816	37.6525	40.6465	44.314	46.928
26	35.5632	38.8851	41.9231	45.6416	48.2898
27	36.7412	40.1133	43.1945	46.9628	49.645
28	37.9159	41.3372	44.4608	48.2782	50.9936
29	39.0875	42.5569	45.7223	49.5878	52.3355
30	40.256	43.773	46.9792	50.8922	53.6719
35	46.0588	49.8018	53.2033	57.342	60.2746
40	51.805	55.7585	59.3417	63.6908	66.766
50	63.1671	67.5048	71.4202	76.1538	79.4898
60	74.397	79.082	83.2977	88.3794	91.9518
70	85.527	90.5313	95.0231	100.4251	104.2148
80	96.5782	101.8795	106.6285	112.3288	116.3209
90	107.565	113.1452	118.1359	124.1162	128.2987
100	118.498	124.3421	129.5613	135.8069	140.1697

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Appendix – E

Test of Normality

Table E1

Skewness and Kurtosis Statistics and z-value

Indicators	N		Standard Deviation	Skewness	Std. error (Skewness)	z-value	Kurtosis	Std. error (Kurtosis)	z-value
	Valid	Missing							
TD_1	392	0	0.757	-1.051	0.123	-8.545	4.344	0.246	17.659
TD_2	392	0	0.771	-0.821	0.123	-6.675	1.3501	0.246	5.488
TD_3	392	0	0.82	-0.816	0.123	-6.634	1.183	0.246	4.809
TD_4	392	0	0.743	-0.688	0.123	-5.593	0.8	0.246	3.252
COM_1	392	0	0.768	-1.077	0.123	-8.756	2.289	0.246	9.305
COM_2	392	0	0.795	-0.781	0.123	-6.350	0.69	0.246	2.805
COM_3	392	0	0.737	-0.896	0.123	-7.285	1.286	0.246	5.228
COM_4	392	0	0.777	-0.888	0.123	-7.220	1.653	0.246	6.720
COM_5	392	1	0.746	-0.829	0.123	-6.740	1.419	0.246	5.768
JSEC_1	392	0	0.673	-1.032	0.123	-8.390	2.328	0.246	9.463
JSEC_2	392	0	0.8	-1.56	0.123	-12.683	4.219	0.246	17.150

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JSEC_3	392	0	0.703	-1.102	0.123	-8.959	2.842	0.246	11.553
PRO_1	392	0	0.732	-1.17	0.123	-9.512	2.888	0.246	11.740
PRO_2	392	0	0.718	-1.053	0.123	-8.561	2.669	0.246	10.850
PRO_3	392	0	0.859	-0.819	0.123	-6.659	1.317	0.246	5.354
PRO_4	392	0	0.803	-0.938	0.123	-7.626	1.473	0.246	5.988
ERS_1	392	0	0.841	-0.549	0.123	-4.463	0.332	0.246	1.350
ERS_2	392	0	0.834	-0.485	0.123	-3.943	0.114	0.246	0.463
ERS_3	392	0	0.767	-0.747	0.123	-6.073	0.719	0.246	2.923
ERS_4	392	0	0.825	-0.48	0.123	-3.902	0.346	0.246	1.407
ERS_5	392	0	0.854	-0.558	0.123	-4.537	0.774	0.246	3.146
ERS_6	392	0	0.844	-0.614	0.123	-4.992	-0.513	0.246	-2.085
ERS_7	392	0	0.83	-0.472	0.123	-3.837	-0.066	0.246	-0.268
ERS_8	392	0	0.841	-0.489	0.123	-3.976	0.187	0.246	0.760
ENG_1	392	0	0.759	-0.764	0.123	-6.211	1.122	0.246	4.561
ENG_2	392	0	0.811	-0.576	0.123	-4.683	0.419	0.246	1.703
ENG_3	392	1	0.816	-0.606	0.123	-4.927	0.438	0.246	1.780
ENG_4	392	0	0.776	-0.588	0.123	-4.780	0.048	0.246	0.195
ENG_5	392	0	0.796	-0.422	0.123	-3.431	-0.273	0.246	-1.110

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ENG_6	392	1	0.802	-0.435	0.123	-3.537	-0.18	0.246	-0.732
ENG_7	392	0	0.804	-0.491	0.123	-3.992	-0.415	0.246	-1.687
ENG_8	392	0	0.804	-0.544	0.123	-4.423	-0.154	0.246	-0.626
ENG_9	392	0	0.802	-0.513	0.123	-4.171	-0.081	0.246	-0.329
PER_1	392	0	0.682	-1.373	0.123	-11.163	3.628	0.246	14.748
PER_2	392	0	0.757	-0.954	0.123	-7.756	1.317	0.246	5.354
PER_3	392	1	0.69	-1.005	0.123	-8.171	2.019	0.246	8.207
PER_4	392	0	0.685	-1.102	0.123	-8.959	2.542	0.246	10.333
PER_5	392	0	0.66	-1.08	0.123	-8.780	1.756	0.246	7.138
PER_6	392	0	0.714	-1.11	0.123	-9.024	1.671	0.246	6.793
PER_7	392	0	0.719	-1.303	0.123	-10.593	3.071	0.246	12.484

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Appendix – F

Test of Normality

Table F1

Kolmogorov-Smirnov and Shapiro-Wilk Method

Items	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TD_1	.304	392	.000	.783	392	.000
TD_2	.297	392	.000	.813	392	.000
TD_3	.274	392	.000	.827	392	.000
TD_4	.288	392	.000	.811	392	.000
COM_1	.307	392	.000	.782	392	.000
COM_2	.254	392	.000	.819	392	.000
COM_3	.273	392	.000	.787	392	.000
COM_4	.306	392	.000	.808	392	.000
COM_5	.299	391	.000	.800	391	.000
JSEC_1	.301	392	.000	.716	392	.000
JSEC_2	.300	392	.000	.733	392	.000
JSEC_3	.320	392	.000	.741	392	.000
PRO_1	.317	392	.000	.750	392	.000
PRO_2	.340	392	.000	.759	392	.000
PRO_3	.264	392	.000	.832	392	.000
PRO_4	.277	392	.000	.810	392	.000
ERS_1	.246	392	.000	.849	392	.000
ERS_2	.243	392	.000	.851	392	.000
ERS_3	.279	392	.000	.813	392	.000
ERS_4	.249	392	.000	.849	392	.000
ERS_5	.243	392	.000	.846	392	.000
ERS_6	.250	392	.000	.819	392	.000

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ERS_7	.242	392	.000	.850	392	.000
ERS_8	.231	392	.000	.845	392	.000
ENG_1	.298	392	.000	.812	392	.000
ENG_2	.256	392	.000	.841	392	.000
ENG_3	.257	391	.000	.841	391	.000
ENG_4	.238	392	.000	.823	392	.000
ENG_5	.237	392	.000	.839	392	.000
ENG_6	.248	391	.000	.845	391	.000
ENG_7	.236	392	.000	.834	392	.000
ENG_8	.233	392	.000	.833	392	.000
ENG_9	.248	392	.000	.839	392	.000
PER_1	.272	392	.000	.688	392	.000
PER_2	.278	392	.000	.785	392	.000
PER_3	.268	391	.000	.754	391	.000
PER_4	.278	392	.000	.735	392	.000
PER_5	.295	392	.000	.724	392	.000
PER_6	.263	392	.000	.742	392	.000
PER_7	.268	392	.000	.730	392	.000

a. Lilliefors Significance Correction

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Appendix – G

Multicollinearity Test (Item-wise VIF and Tolerance Values)

Table G1

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.177	.372		.475	.635					
TD_1		-.023	.045	-.025	-.509	.611	.392	-.027	-.019	.586	1.707
TD_2		.112	.042	.126	2.627	.009	.414	.138	.100	.627	1.595
TD_3		-.036	.040	-.043	-.909	.364	.332	-.048	-.035	.636	1.572
TD_4		.026	.044	.028	.584	.559	.347	.031	.022	.639	1.566
COM_1		.088	.045	.099	1.977	.049	.443	.104	.075	.574	1.741
COM_2		.002	.040	.003	.057	.954	.346	.003	.002	.680	1.471
COM_3		.112	.045	.121	2.471	.014	.425	.130	.094	.599	1.668
COM_4		-.008	.043	-.009	-.181	.857	.376	-.010	-.007	.595	1.680
COM_5		-.037	.045	-.040	-.821	.412	.368	-.043	-.031	.601	1.664

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JSEC_1	.099	.051	.098	1.938	.053	.448	.102	.074	.568	1.761
JSEC_2	.089	.044	.104	2.017	.044	.450	.106	.077	.543	1.840
JSEC_3	-.120	.050	-.124	-2.407	.017	.343	-.127	-.092	.547	1.829
PRO_1	.025	.048	.026	.512	.609	.422	.027	.020	.544	1.837
PRO_2	.085	.049	.090	1.748	.081	.430	.092	.067	.551	1.815
PRO_3	.031	.039	.039	.801	.424	.372	.042	.030	.604	1.657
PRO_4	.067	.042	.079	1.587	.113	.430	.084	.060	.590	1.696
ERS_1	.038	.038	.047	1.004	.316	.325	.053	.038	.657	1.521
ERS_2	.031	.040	.038	.773	.440	.341	.041	.029	.613	1.632
ERS_3	.038	.042	.042	.891	.373	.377	.047	.034	.642	1.558
ERS_4	.034	.038	.042	.913	.362	.339	.048	.035	.694	1.442
ERS_5	.036	.040	.046	.909	.364	.341	.048	.035	.573	1.746
ERS_6	.028	.036	.034	.762	.447	.340	.040	.029	.712	1.405
ERS_7	.065	.041	.079	1.596	.111	.369	.084	.061	.591	1.691
ERS_8	-.033	.038	-.040	-.867	.387	.261	-.046	-.033	.665	1.503

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ENG_1	.052	.043	.058	1.214	.226	.391	.064	.046	.639	1.565
ENG_2	.060	.042	.071	1.432	.153	.358	.076	.055	.587	1.704
ENG_3	-.025	.042	-.029	-.591	.555	.329	-.031	-.022	.582	1.718
ENG_4	-.016	.040	-.019	-.410	.682	.271	-.022	-.016	.703	1.422
ENG_5	.102	.040	.119	2.528	.012	.367	.133	.096	.650	1.537
ENG_6	-.001	.041	-.001	-.028	.978	.304	-.001	-.001	.626	1.598
ENG_7	.035	.039	.042	.900	.369	.323	.048	.034	.674	1.484
ENG_8	.077	.038	.091	2.019	.044	.366	.106	.077	.714	1.400
ENG_9	-.018	.040	-.021	-.442	.659	.282	-.023	-.017	.658	1.519

a. Dependent Variable: PER_1

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Appendix – H

Test of Common Method Bias

Table H1

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.120	32.801	32.801	4.271	**10.677**	10.677
2	1.445	3.613	36.414	3.396	8.490	19.167
3	1.326	3.314	39.729	2.924	7.311	26.478
4	1.220	3.050	42.779	2.857	7.141	33.619
5	1.197	2.993	45.772	2.715	6.786	40.406
6	1.056	2.641	48.413	2.251	5.628	46.034
7	1.017	2.542	50.956	1.969	4.922	**50.956**
8	.990	2.475	53.431			
9	.958	2.396	55.827			
10	.913	2.284	58.110			
11	.863	2.157	60.267			
12	.858	2.144	62.412			
13	.832	2.079	64.491			
14	.803	2.007	66.498			
15	.786	1.964	68.462			
16	.766	1.915	70.377			
17	.719	1.797	72.174			
18	.699	1.749	73.923			

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19	.694	1.735	75.658
20	.659	1.646	77.304
21	.640	1.601	78.906
22	.616	1.540	80.446
23	.594	1.486	81.932
24	.581	1.452	83.384
25	.574	1.435	84.818
26	.535	1.338	86.156
27	.520	1.301	87.458
28	.500	1.250	88.708
29	.461	1.152	89.860
30	.452	1.131	90.991
31	.442	1.104	92.095
32	.421	1.053	93.148
33	.406	1.016	94.163
34	.395	.988	95.152
35	.381	.951	96.103
36	.350	.874	96.978
37	.343	.857	97.834
38	.306	.765	98.599
39	.282	.705	99.305
40	.278	.695	100.000

Extraction Method: Principal Component Analysis.

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Appendix – I

Cronbach's Alpha of the Survey Study

Independent Variable-1: Employee Training and Development (TD)

Table I1

Reliability Statistics

Cronbach's Alpha	Number of Items
.702	4

Table I2

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD_1	18.11	3.063	.534	.609
TD_2	18.18	3.010	.541	.604
TD_3	18.20	3.179	.411	.688
TD_4	18.13	3.247	.468	.649

Independent Variable-2: Employee Compensation (COM)

Table I3

Reliability Statistics

Cronbach's Alpha	Number of Items
.736	5

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Table I4

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COM_1	24.39	4.757	.529	.679
COM_2	24.36	4.943	.436	.715
COM_3	24.29	4.905	.511	.686
COM_4	24.48	4.850	.487	.695
COM_5	24.41	4.821	.531	.678

Independent Variable-3: Employee Job Security (JSEC)

Table I5

Reliability Statistics

Cronbach's Alpha	Number of Items
.699	3

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Table I6

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JSEC_1	12.34	1.687	.476	.655
JSEC_2	12.39	1.404	.490	.650
JSEC_3	12.43	1.468	.592	.512

Independent Variable-4: Employee Promotion Opportunity (PRO)

Table I7

Reliability Statistics

Cronbach's Alpha	Number of Items
.727	4

Table I8

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PRO_1	18.03	3.321	.560	.643
PRO_2	18.14	3.331	.574	.636
PRO_3	18.27	3.152	.479	.693
PRO_4	18.08	3.330	.470	.694

Independent Variable-5: Employee Relations with Supervisor (ERS)

Table I9

Reliability Statistics

Cronbach's Alpha	Number of Items
.739	8

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Table I10

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ERS_1	41.78	12.484	.407	.718
ERS_2	41.78	12.361	.434	.712
ERS_3	41.62	12.513	.461	.708
ERS_4	41.82	12.289	.456	.708
ERS_5	41.91	12.125	.463	.706
ERS_6	41.57	12.456	.409	.717
ERS_7	41.75	12.613	.391	.721
ERS_8	41.77	12.310	.438	.711

Dependent Variable: Employee Performance (PER)

Table I11

Reliability Statistics

Cronbach's Alpha	Number of Items
.799	7

Table I12

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PER_1	37.76	8.273	.559	.767
PER_2	37.92	8.068	.532	.773
PER_3	37.82	8.554	.472	.783
PER_4	37.82	8.303	.546	.770
PER_5	37.70	8.635	.480	.781
PER_6	37.78	8.304	.515	.775
PER_7	37.81	7.978	.600	.759

Mediating Variable: Employee Engagement (ENG)

Table I13

Reliability Statistics

Cronbach's Alpha	Number of Items
.790	9

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Table I14

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ENG_1	48.30	15.805	.468	.771
ENG_2	48.36	15.083	.550	.759
ENG_3	48.35	15.277	.513	.764
ENG_4	48.22	15.851	.448	.773
ENG_5	48.31	15.690	.458	.772
ENG_6	48.35	15.353	.511	.765
ENG_7	48.27	15.780	.436	.775
ENG_8	48.25	15.912	.413	.778
ENG_9	48.31	15.493	.487	.768

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Appendix – J

Assessment of Outer Weights

Table J1

Item-wise Outer Weights

Items	TD	COM	JSEC	PRO	ERS	ENG	PER
TD_1	0.372						
TD_2	0.324						
TD_3	0.351						
TD_4	0.326						
COM_1		0.363					
COM_3		0.339					
COM_4		0.325					
COM_5		0.336					
JSEC_1			0.412				
JSEC_2			0.424				
JSEC_3			0.426				
PRO_1				0.372			
PRO_2				0.328			
PRO_3				0.331			
PRO_4				0.308			
ERS_2					0.345		
ERS_3					0.386		
ERS_5					0.368		
ERS_8					0.313		
ENG_1						0.394	
ENG_3						0.359	
ENG_6						0.320	
ENG_9						0.321	
PER_1							0.294
PER_2							0.261
PER_4							0.276
PER_6							0.274
PER_7							0.282

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Appendix – K

Coefficient of Determination (R^2) and Adjusted Coefficient of Determination (R^2_{adj})

Table K1

Comparison between R^2 and R^2_{adj} - Mean, STDEV, T-Values, P-Values

	Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
R^2	Employee Engagement	0.457	0.458	0.068	6.747	0.000***
	Employee Performance	0.691	0.686	0.061	11.360	0.000***
R^2_{adj}	Employee Engagement	0.450	0.451	0.069	6.559	0.000***
	Employee Performance	0.686	0.681	0.062	11.108	0.000***

Note: p≤0.01***; p≤0.05**; p≤0.10*

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Appendix – L

Constructs Cross-Validated Redundancy (Case wise)

Table L1

Constructs Cross-Validated Redundancy – Case-wise

	Constructs	SSO	SSE	Q^2 (=1-SSE/SSO)
Case 1	Employee Engagement	304.044	241.496	0.206
	Employee Performance	379.847	258.007	0.321
Case 2	Employee Engagement	298.804	233.521	0.218
	Employee Performance	381.466	261.972	0.313
Case 3	Employee Engagement	329.061	263.448	0.199
	Employee Performance	408.965	281.212	0.312
Case 4	Employee Engagement	315.892	244.700	0.225
	Employee Performance	379.125	260.617	0.313
Case 5	Employee Engagement	320.198	259.035	0.191
	Employee Performance	410.597	281.949	0.313

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Appendix – M

Assessment of Items Total Cross-Validated Redundancy

Table M1

Items Total Cross-Validated Redundancy

Items	SSO	SSE	Q^2 (=1-SSE/SSO)
ENG_1	392.000	291.924	0.255
ENG_3	392.000	304.030	0.224
ENG_6	392.000	321.522	0.180
ENG_9	392.000	324.723	0.172
PER_1	392.000	260.209	0.336
PER_2	392.000	281.025	0.283
PER_4	392.000	267.188	0.318
PER_6	392.000	271.345	0.308
PER_7	392.000	263.991	0.327

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Appendix – N

Items Cross-Validated Redundancy (Case-wise)

Table N1

Items Cross-Validated Redundancy – Case-wise

	Items	SSO	SSE	Q^2 (=1-SSE/SSO)
	ENG_1	59.900	48.159	0.196
	ENG_3	90.488	62.000	0.315
	ENG_6	79.688	60.703	0.238
	ENG_9	73.968	70.634	0.045
Case 1	PER_1	60.552	47.965	0.208
	PER_2	93.999	61.686	0.344
	PER_4	61.378	43.697	0.288
	PER_6	66.501	48.711	0.268
	PER_7	97.416	55.948	0.426
	ENG_1	71.324	50.942	0.286
	ENG_3	77.256	60.985	0.211
	ENG_6	73.249	57.365	0.217
	ENG_9	76.976	64.230	0.166
Case 2	PER_1	77.102	51.390	0.333
	PER_2	73.521	58.562	0.203
	PER_4	79.423	47.321	0.404
	PER_6	76.529	60.811	0.205
	PER_7	74.891	43.887	0.414
	ENG_1	94.789	69.084	0.271
	ENG_3	69.377	59.678	0.140
	ENG_6	87.473	70.023	0.199
	ENG_9	77.421	64.663	0.165
Case 3	PER_1	87.014	52.618	0.395
	PER_2	69.929	56.540	0.191
	PER_4	85.906	55.199	0.357
	PER_6	84.248	54.792	0.350
	PER_7	81.868	62.063	0.242

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	ENG_1	83.614	61.321	0.267
	ENG_3	72.146	58.135	0.194
	ENG_6	84.493	68.932	0.184
	ENG_9	75.638	56.312	0.256
Case 4	PER_1	90.478	57.530	0.364
	PER_2	66.431	42.640	0.358
	PER_4	90.536	64.812	0.284
	PER_6	75.203	50.923	0.323
	PER_7	56.477	44.713	0.208
	ENG_1	82.373	62.418	0.242
	ENG_3	82.732	63.231	0.236
	ENG_6	67.097	64.500	0.039
	ENG_9	87.996	68.885	0.217
Case 5	PER_1	76.854	50.706	0.340
	PER_2	88.119	61.597	0.301
	PER_4	74.757	56.158	0.249
	PER_6	89.519	56.109	0.373
	PER_7	81.348	57.379	0.295

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Appendix – O

Model Fit

Table O1

Model Fit Summary – Mean, STDEV, T-Values, P-Values

Criterion		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
SRMR (Standardized Root Mean Square Residual)	Saturated Model	0.063	0.048	0.004	16.379	0.000***
	Estimated Model	0.063	0.048	0.004	16.437	0.000***
d_ULS (Square Euclidean Distance)	Saturated Model	1.628	0.952	0.153	10.621	0.000***
	Estimated Model	1.628	0.948	0.152	10.674	0.000***
d_G (Geodesic Distance)	Saturated Model	0.533	0.408	0.024	21.863	0.000***
	Estimated Model	0.533	0.409	0.025	21.266	0.000***

Note: p≤0.01***; p≤0.05**; p≤0.10*

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Appendix – P

Brief Profiles of the Professors

Table P1

Brief Profile of Dr. Nazrul Islam

Description	Achievements
Current Position	Professor and Dean Uttara University, Dhaka – 1230, Bangladesh.
Research Area	Human Resource Management, Behavioral Management, Social Issues.
Research Publications	International Referred Journals: 35 National Referred Journal: 30 International Conference Paper: 30
Book Publications	1. Global Technological Change Impact on Textile and Garment Workers; Ahmed Publishing House, Dhaka. 2. Entrepreneurship Development: An Operational Approach with Special Emphasis on Bangladesh; University Press Limited, Dhaka
PhD Title	The Impact of Global Technological Change on Textile and Garment Workers: A Comparative Study of Bangladesh and Thailand.
Others	Supervision of PhD Students (At present): 05.

Table P2

Brief Profile of Dr. Md. Mayenul Islam

Description	Achievements
Current Position	Professor Bangladesh Open University, Gazipur – 1705, Bangladesh.
Research Area	Human Resource Management, Behavioral Management, Industrial Psychology.
Research Publications	International Referred Journals: 7 National Referred Journal: 19
Book Publications	1. Principles of Management (Study Guide); Published by Bangladesh Open University, Bangladesh 2. Human Resource Management; Published by Bangladesh Open University, Bangladesh.
Books Edited	1. Principles of Management; Published by Bangladesh Open University, Bangladesh. 2. Taxation; Published by Bangladesh Open University, Bangladesh. 3. Organizational Behavior; Published by Bangladesh Open University, Bangladesh.
PhD Title	Absenteeism in Manufacturing Industries of Bangladesh: A Comparative Study of Public and Private Sectors.
Others	Supervision of PhD Students (At present): 01.

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Appendix – Q

The Experts' Opinions about the Questionnaire

Q1: Opinion of Dr. Md. Mayenul Islam

বাংলাদেশ উন্মুক্ত বিশ্ববিদ্যালয়
BANGLADESH OPEN UNIVERSITY

স্কুল অব বিজনেস
SCHOOL OF BUSINESS

Expert Opinion of the Content Validity of the Questionnaire

I feel immense pleasure to go through the questionnaire of the study titled "Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh" which has been prepared in the context of developing country like Bangladesh. In my opinion, the language of the items of the questionnaire is easy to understand for the lower level employees and is appropriate to discover the actual scenario about HRM practices, employee performance and employee engagement level of the ready-made garment industry in Bangladesh. I think the survey questionnaire of the study has been adapted very consciously for the employees of RMG industry in Bangladesh.

The detailed opinions of the items of the questionnaire are presented in the respective boxes of the variables in some pages attached herewith.

Faithfully Yours,

15.11.2016

Dr. Md. Mayenul Islam
Professor (Management)
School of Business
Bangladesh Open University
Gazipur-1705

(Dr. Md. Mayenul Islam)
Professor in Management
School of Business
Bangladesh Open University
Gazipur – 1705
Bangladesh.
e-mil: islammayenul@yahoo.com

Universiti Utara Malaysia

Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance
2	TD_2	I expect my factory provide developmental training programs for employee every few years
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory
5	COM_1	I hope attractive wages/salaries for employees at my factory
6	COM_2	I expect the employee will receive equitable wage/salary at my factory
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance
8	COM_4	I think satisfactory salary level encourages employees for better performance
9	COM_5	I expect the salary should be enough to maintain the employees standard of living
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish
11	JSEC_2	I hope the termination of employee from the factory should not be easy
12	JSEC_3	I think job security is expected for better employee performance in the factory
13	PRO_1	I think individual employee will have clear promotion paths within the factory
14	PRO_2	I think promotion opportunity encourages employee to perform more
15	PRO_3	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor
16	PRO_4	I think employees who deserve promotion should have scope to be promoted
17	ERS_1	My supervisor demonstrates trust and confidence upon me
18	ERS_2	I expect my supervisor treats me with dignity and respect
19	ERS_3	I expect my supervisor gives me the authority I need to do my job
20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system

15.11.2016
Md. Mayenul Islam
Gazipur-1705

Universiti Utara Malaysia

21	ERS_5	I expect my supervisor's feedback about my work for better performance
22	ERS_6	I expect my supervisor jointly sets performance objectives with me
23	ERS_7	I expect my supervisor helps me to develop my career plan
24	ERS_8	I expect my supervisor offer adequate time for me to attend training

Comments:
The HRM practices of the study covers five dimensions such as training and development, compensation, job security, promotion opportunity and employee relations. The items of the HRM practices have been adapted very carefully to find out the present situation of HRM practices of Ready-Made Garment (RMG) Industry in the context of Bangladesh.

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items
25	ENG_1	At my work, I feel full energy.
26	ENG_2	At my job, I feel strong and spirit.
27	ENG_3	I am enthusiastic about my job.
28	ENG_4	My job inspires me.
29	ENG_5	When I get up in the morning, I feel like going to work.
30	ENG_6	I feel happy when I am working intensely.
31	ENG_7	I am proud of the work that I do.
32	ENG_8	I am thrust in my work.
33	ENG_9	I get carried away when I am working.

Comments:
The above items for the measurement of employee engagement level of the employees' of Ready-Made Garment industry are appropriate in the context of developing country like Bangladesh. The language of the statements is simple and easily understandable to the expected respondents and will find out the real picture about the employees' work engagement level in the context of RMG Industry in Bangladesh.

:-, 11. 2016
Dr. Md. Mawenul Islam
Professor (Management)
School of Business
Bangladesh Open University
Gazipur-1705

Universiti Utara Malaysia

Section Three: Statement about employee performance

Sl. No.	Entry Code	Statements / Items
34	PER_1	I fulfill the responsibilities stated in the job description
35	PER_2	I perform the tasks that are expected from me
36	PER_3	I meet the performance requirements of the job of the factory
37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform
39	PER_6	I was not fail to perform my essential duties
40	PER_7	I adequately complete assigned duties

Comments:
The above items for the measurement of employee performance seem suitable for the employees' of Ready-Made Garment industry in Bangladesh. The wording of the items organized with simple manner to make easily understandable to the RMG employees in Bangladesh. In my opinion, the items are considered appropriately to measure the employee performance in the context of RMG Industry in Bangladesh.

Section Four: Statement about demographic information

41. Age: ..... Years

42. Gender:

(i) Male (ii) Female

43. Education:

(i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor
(v) Master vi) Others (Specify) .....

44. Marital status:

(i) Married (ii) Unmarried (iii) Divorced
(iv) Widow

45. Job position: .....

46. Job experience: ..... Years.

Comments:
The items of demographic variable are enough to describe the profile of the respondents of RMG industry in Bangladesh. These items may be used for some other analyses of the study if necessity arises.

15.11.2015
Md. Mayenul Islam
Assistant Professor
School of Business
Bangladesh Open University
Gazipur-1705

Universiti Utara Malaysia

Q2: Opinoin of Dr. Nazrul Islam

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Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref: Date:

Expert Opinion of Content Validity of the Questionnaire

I am pleased immense pleasure to go through the questionnaire of the study titled "Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh" which has been prepared in the context of Bangladesh. In my opinion, the language of the items of the questionnaire is easy to understand for the lower level employees and is appropriate to discover the actual scenario about HRM practices, employee performance and employee engagement level of the ready-made garment industry of Bangladesh. I think the survey questionnaire of the study has been adapted very consciously for the employees of RMG industry in Bangladesh.

The detailed opinions of the items of the questionnaire are presented in the respective boxes of the variables in the attached pages.

Faithfully Yours,

(Dr. Nazrul Islam) 20.11.16
Dean and Professor in Management
School of Business
Uttara University, Dhaka
Bangladesh.
E-mil: nazrulku@gmail.com

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University

Universiti Utara Malaysia

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Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref: Date:

Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance
2	TD_2	I expect my factory provide developmental training programs for employee every few years
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory
5	COM_1	I hope attractive wages/salaries for employees at my factory
6	COM_2	I expect the employee will receive equitable wage/salary at my factory
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance
8	COM_4	I think satisfactory salary level encourages employees for better performance
9	COM_5	I expect the salary should be enough to maintain the employees standard of living
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish
11	JSEC_2	I hope the termination of employee from the factory should not be easy
12	JSEC_3	I think job security is expected for better employee performance in the factory
13	PRO_1	I think individual employee will have clear promotion paths within the factory
14	PRO_2	I think promotion opportunity encourages employee to perform more
15	PRO_3	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor
16	PRO_4	I think employees who deserve promotion should have scope to be promoted
17	ERS_1	My supervisor demonstrates trust and confidence upon me
18	ERS_2	I expect my supervisor treats me with dignity and respect
19	ERS_3	I expect my supervisor gives me the authority I need to do my job

20.11.16

Dr. Nazrul Islam
Professor & Dean
School of Business

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Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref: Date:

20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system
21	ERS_5	I expect my supervisor's feedback about my work for better performance
22	ERS_6	I expect my supervisor jointly sets performance objectives with me
23	ERS_7	I expect my supervisor helps me to develop my career plan
24	ERS_8	I expect my supervisor offer adequate time for me to attend training

Comments:
The HRM practices of the study covers five dimensions such as, training and development, compensation, job security, promotion opportunity, and employee relations. The items of HRM practices have been adapted very carefully to find out the present situation of HRM practices of Ready-Made Garment (RMG) Industry in the context of Bangladesh.

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items
25	ENG_1	At my work, I feel full energy.
26	ENG_2	At my job, I feel strong and spirit.
27	ENG_3	I am enthusiastic about my job.
28	ENG_4	My job inspires me.
29	ENG_5	When I get up in the morning, I feel like going to work.
30	ENG_6	I feel happy when I am working intensely.
31	ENG_7	I am proud of the work that I do.
32	ENG_8	I am thrust in my work.
33	ENG_9	I get carried away when I am working.

Comments:
The above items for the measurement of employee engagement level of the employees' of Ready-Made Garment industry in Bangladesh are appropriate. The language of the statements is simple and easily understandable to the respondents and it will find out the real scenario about the employees' work engagement level in the context of RMG Industry in Bangladesh.

20.11.16

Dr. Nazrul Islam
Professor & Dean
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Ref: Date:

Section Three: Statement about employee performance

Sl. No.	Entry Code	Statements / Items
34	PER_1	I fulfill the responsibilities stated in the job description
35	PER_2	I perform the tasks that are expected from me
36	PER_3	I meet the performance requirements of the job of the factory
37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform
39	PER_6	I was not fail to perform my essential duties
40	PER_7	I adequately complete assigned duties

Comments:
The above items for the measurement of employee performance seem suitable for the employees' of Ready-Made Garment industry in Bangladesh. The wording of the items organized with simple manner to make easily understandable to the RMG workers in Bangladesh. In my opinion, the items can be considered appropriate to measure the employee performance in the context of RMG Industry in Bangladesh.

Section Four: Statement about demographic information

41. Age: ..... Years
42. Gender:
    (i) Male (ii) Female
43. Education:
    (i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor
    (v) Master vi) Others (Specify) .....
44. Marital status:
    (i) Married (ii) Unmarried (iii) Divorced
    (iv) Widow
45. Job position: .....
46. Job experience: ..... Years.

Comments:
The items of demographic variable are enough to describe the profile of the respondents of RMG industry in Bangladesh. These items may be used for some other analyses of the study if necessity arises.

20.11.16

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University

Appendix – R

Certification of the Translation of Questionnaire into Bengali Language

বাংলাদেশ উন্মুক্ত বিশ্ববিদ্যালয়
BANGLADESH OPEN UNIVERSITY

স্কুল অব বিজনেস
SCHOOL OF BUSINESS

Questionnaire Translation Certification

I feel pleasure to certify that the questionnaire of the study titled "Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh" has been translated appropriately into Bengali. I go through both the questionnaires minutely and find the Bengali questionnaire is accurately translated from the English version of the questionnaire of the study. In my opinion, the survey questionnaire of the study has been designed carefully for the employees' of RMG industry in Bangladesh.

Both the English version and the Bengali version questionnaire of the study are presented in the following pages respectively.

Faithfully Yours,

15.11.2016

M. Ekramul Hoque, Ph.D
Professor (Management)
School of Business
Bangladesh Open University

(M. Ekramul Hoque, Ph.D)
Professor (Management)
School of Business
Bangladesh Open University
Gazipur – 1705
Bangladesh.
e-mail: ekramdean@yahoo.com

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English Version of the Questionnaire

School of Business Management, College of Business
Universiti Utara Malaysia, Kedah Darul Aman, Malaysia.
Tel: 604-9285045, Fax: 604-9285761, ww.cob.uum.edu.my

Dear Respondent,

The purpose of the attached survey questionnaire is to understand the human resource management practices of the RMG industry in Bangladesh. The survey questionnaire consisted of some statements and you are requested to give the appropriate answer. This questionnaire is designed to assess your perception of your factory's human resource management practices, and the extent it affects your attitude and behavior at work.

There is no right or wrong answers in this survey. All your answers will reflect your personal opinion about the current human resource practices of your organization. Individual responses to this survey will be kept CONFIDENTIAL and will NOT be disclosed. Your factory will have NO access to the information you have provided herein. Besides, no reference will be made in writing or orally that could link you to this study. Only summarized data will be reported in the results.

Please read carefully the instruction at the beginning of the questionnaire and answer all the statements as accurately as possible. Your time and cooperation will be highly appreciated for answering the survey questionnaire. Thank you very much for giving your valuable time to complete this survey.

Yours faithfully,

15.11.2016

Professor (Management)
School of Business
Bangladesh Open University

Shaheen Ahmed
PhD Candidate, School of Business Management, College of Business
Universiti Utara Malaysia
06010 UUM Sintok, Kedah Darul Aman, Malaysia.
Phone: +6 014 974 2090; e-mail: shaheenmahmed@yahoo.com

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INSTRUCTIONS: Please read the following statements and indicate the extent of your agreement with the statements on a 7-point scale. **Please circle your answer**.

1 = Strongly Disagree (SD) || 2 = Disagree (D) || 3 = Disagree Somewhat (DS) || 4 = Neutral (N) || 5 = Agree Somewhat (AS) || 6 = Agree (A) || 7 = Strongly Agree (SA)

Section One: Statements about human resource management practices

Sl. No.	Statements / Items	Measurement Scale						
1	I hope my factory should provide extensive training for enhancement of employee performance	1	2	3	4	5	6	7
2	I expect my factory provide developmental training programs for employee every few years	1	2	3	4	5	6	7
3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs	1	2	3	4	5	6	7
4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory	1	2	3	4	5	6	7
5	I hope attractive wages/salaries for employees at my factory	1	2	3	4	5	6	7
6	I expect the employee will receive equitable wage/salary at my factory	1	2	3	4	5	6	7
7	I hope the amount of salary in the factory will have reflection on individual employee performance	1	2	3	4	5	6	7
8	I think satisfactory salary level encourages employees for better performance	1	2	3	4	5	6	7
9	I expect the salary should be enough to maintain the employees standard of living	1	2	3	4	5	6	7
10	I hope there should have an opportunity to stay in the factory as long as I wish	1	2	3	4	5	6	7
11	I hope the termination of employee from the factory should not be easy	1	2	3	4	5	6	7
12	I think job security is expected for better employee performance in the factory	1	2	3	4	5	6	7
13	I think individual employee will have clear promotion paths within the factory	1	2	3	4	5	6	7
14	I think promotion opportunity encourages employee to perform more	1	2	3	4	5	6	7

15.11.2016
Dr. Ekramul Hoque, Ph.D
Professor (Management)
School of Business
Bangladesh Open University

Main Campus: Gazipur-1705, Bangladesh, Phone: 88 02 9291106, PABX 9291101-4, Ext. & Intercom: 340, Fax: 88 02 9291122, E-mail: ekram@bou.edu.bd

15	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor	1	2	3	4	5	6	7
16	I think employees who deserve promotion should have scope to be promoted	1	2	3	4	5	6	7
17	My supervisor demonstrates trust and confidence upon me	1	2	3	4	5	6	7
18	I expect my supervisor treats me with dignity and respect	1	2	3	4	5	6	7
19	I expect my supervisor gives me the authority I need to do my job	1	2	3	4	5	6	7
20	I expect my supervisor provides me with a useful performance appraisal system	1	2	3	4	5	6	7
21	I expect my supervisor's feedback about my work for better performance	1	2	3	4	5	6	7
22	I expect my supervisor jointly sets performance objectives with me	1	2	3	4	5	6	7
23	I expect my supervisor helps me to develop my career plan	1	2	3	4	5	6	7
24	I expect my supervisor offer adequate time for me to attend training	1	2	3	4	5	6	7

Section Two: Statement about employee engagement

25	At my work, I feel full energy.	1	2	3	4	5	6	7
26	At my job, I feel strong and spirit.	1	2	3	4	5	6	7
27	I am enthusiastic about my job.	1	2	3	4	5	6	7
28	My job inspires me.	1	2	3	4	5	6	7
29	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
30	I feel happy when I am working intensely.	1	2	3	4	5	6	7
31	I am proud of the work that I do.	1	2	3	4	5	6	7
32	I am thrust in my work.	1	2	3	4	5	6	7
33	I get carried away when I am working.	1	2	3	4	5	6	7

15.11.2016

M. Ekramul Hoque, Ph.D
Professor (Management)
School of Business
Bangladesh Open University

Main Campus: Gazipur-1705, Bangladesh, Phone: 88 02 9291106, PABX 9291101-4, Ext. & Intercom: 340, Fax: 88 02 9291122, E-mail: ekram@bou.edu.bd

Section Three: Statement about employee performance

34	I fulfill the responsibilities stated in the job description	1	2	3	4	5	6	7
35	I perform the tasks that are expected from me	1	2	3	4	5	6	7
36	I meet the performance requirements of the job of the factory	1	2	3	4	5	6	7
37	I expect my involvement with the activities that are relevant to my yearly performance assessment	1	2	3	4	5	6	7
38	I do not neglect the aspects of the job that I am obliged to perform	1	2	3	4	5	6	7
39	I was not fail to perform my essential duties	1	2	3	4	5	6	7
40	I adequately complete assigned duties	1	2	3	4	5	6	7

Section Four: Statement about demographic information

41. Age: …….. Years

42. Gender:

(i) Male (ii) Female

43. Education:

(i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor (v) Master vi) Others (Specify) ……

44. Marital status:

(i) Married (ii) Unmarried (iii) Divorced (iv) Widow

45. Job position: ……

46. Job experience: …… Years.

15.1.2016

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Bengali Version of the Questionnaire

স্কুল অব বিজনেস ম্যানেজমেন্ট, কলেজ অব বিজনেস
ইউনিভার্সিটি উতারা মালয়েশিয়া, কেদাহ দারুল আমান, মালয়েশিয়া
ফোনঃ ৬০৪-৯২৮৫০৪৫, ফ্যাক্সঃ ৬০৪-৯২৮৫৭৬১, www.cob.uum.edu.my

প্রিয় উত্তরদাতা,

সংযুক্ত জরিপ প্রশ্নমালার উদ্দেশ্য হচ্ছে বাংলাদেশে তৈরী পোশাক শিল্পের মানব সম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে ধারনা লাভ করা। জরিপ প্রশ্নমালায় কতিপয় বক্তব্য উপস্থাপন করা হয়েছে এবং আপনাকে যথাযথ উত্তর প্রদান করার জন্য অনুরোধ জানানো যাচ্ছে। আপনার কর্মরত ফ্যাক্টরীতে মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে আপনার দৃষ্টিভঙ্গির মূল্যায়ন এবং তা আপনার মনোভাব এবং কার্যে কতটুকু প্রভাব বিস্তার করে তা জানার জন্যই এই প্রশ্নমালাটি প্রণয়ন করা হয়েছে।

অত্র জরিপ প্রশ্নমালায় সঠিক কিংবা ভুল উত্তর বলে কিছুই নেই। আপনার প্রতিটি উত্তর আপনার কর্মরত প্রতিষ্ঠানের বর্তমান মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে আপনার ব্যক্তিগত মতামতের প্রতিফলন মাত্র। এই জরিপ কার্যক্রমে আপনার প্রদত্ত মতামত গোপনীয়তার সাথে সংরক্ষণ করা হবে এবং কোনভাবেই তা প্রকাশ করা হবে না। এমনকি আপনার কর্মরত ফ্যাক্টরী কর্তৃপক্ষও আপনার প্রদত্ত তথ্যাবলী সম্পর্কে অবগত হবেন না। অধিকন্তু লিখিত অথবা মৌখিকভাবে এমন কিছু প্রকাশ করা হবে না যাতে আপনার সম্পৃক্ততা কোনভাবে প্রকাশ পায়। শুধুমাত্র সকলের প্রদত্ত মতামতের সার-সংক্ষেপ প্রতিবেদন আকারে প্রকাশ করা হবে।

প্রশ্নপত্রের নির্দেশনা সমুহ মনোযোগ দিয়ে পড়ুন এবং যতটা সম্ভব প্রতিটি বক্তব্যের উত্তর যথাযথভাবে প্রদান করুন। অনুগ্রহপূর্বক এই জরিপ প্রশ্নমালাটি পূরন করার জন্য কিছু সময় দিন। জরিপ প্রশ্নমালা পূরণের জন্য আপনার সময় ও সহযোগিতা একান্তভাবে কাম্য। এই জরিপ প্রশ্নমালাটি পূরনে আপনার মূল্যবান সময় দেয়ার জন্য আপনাকে ধন্যবাদ জানাচ্ছি।

আপনার বিশ্বস্ত

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নির্দেশনাসমূহঃ অনুগ্রহপূর্বক নিচের বিবৃতিসমূহ পাঠ করুন এবং বিবৃতিসমূহের ব্যাপারে আপনার সম্মতির মাত্রা ৭-পয়েন্ট পরিমাপক স্কেলে নির্দেশ করুন। আপনার প্রত্যাশিত উত্তরসমূহ বৃত্তাকারে প্রদান করুন।

১ = দৃঢ়ভাবে অসম্মত ২ = অসম্মত ৩ = কিছুটা অসম্মত
৪ = নিরপেক্ষ ৫ = কিছুটা সম্মত ৬ = সম্মত
৭ = দৃঢ়ভাবে সম্মত

সেকশন- ১ ঃ মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কিত বিবৃতিসমূহ

ক্রমিক নং	বিবৃতিসমূহ	পরিমাপক স্কেল						
১	আমার মনে হয় কর্মীদের কাজের পরিমান বৃদ্ধির জন্য ফ্যাক্টরীর উচিত বিশদ প্রশিক্ষণের ব্যবস্থা করা।	১	২	৩	৪	৫	৬	৭
২	আমি প্রত্যাশা করি আমার ফ্যাক্টরীতে কয়েক বছর পরপর কর্মীদের জন্য উন্নয়নমূলক প্রশিক্ষণ ব্যবস্থা করা হোক।	১	২	৩	৪	৫	৬	৭
৩	কর্মীদের কার্যাবলী সঠিকভাবে সম্পাদনের জন্য তাদের দক্ষতা বৃদ্ধির লক্ষ্যে আনুষ্ঠানিক প্রশিক্ষণ ব্যবস্থার আয়োজন করা দরকার।	১	২	৩	৪	৫	৬	৭
৪	আমি আশা করি প্রতিষ্ঠানের অভ্যন্তরে কর্মীদের পদোন্নতির সুযোগ বৃদ্ধির জন্য তাদের আনুষ্ঠানিক প্রশিক্ষণের ব্যবস্থা করা উচিত।	১	২	৩	৪	৫	৬	৭
৫	আমি আমার ফ্যাক্টরীর কর্মীদের জন্য আকর্ষনীয় বেতন আশা করি।	১	২	৩	৪	৫	৬	৭
৬	আমি আশা করি আমার ফ্যাক্টরীতে কর্মীগণ সমতাপূর্ন বেতন লাভ করবে।	১	২	৩	৪	৫	৬	৭
৭	আমি আশা করি প্রতিটি কর্মীর কার্যের পরিমাণ অনুযায়ী ফ্যাক্টরীতে তার প্রাপ্য বেতন সঠিক হবে।	১	২	৩	৪	৫	৬	৭
৮	আমি মনে করি সন্তোষজনক বেতন স্তর কর্মীদের অধিকতর কার্যসম্পাদনে উৎসাহিত করে।	১	২	৩	৪	৫	৬	৭
৯	আমি আশা করি কর্মীর প্রাপ্ত বেতন তার জীবন যাত্রার ব্যয় নির্বাহের জন্য যথেষ্ট হওয়া উচিত।	১	২	৩	৪	৫	৬	৭
১০	আমি আশা করি আমার যতদিন ইচ্ছা এই ফ্যাক্টরীতে কাজ করার সুযোগ থাকা উচিত।	১	২	৩	৪	৫	৬	৭
১১	আমার মনে করি ফ্যাক্টরীতে কর্মীদের চাকুরীচ্যুত করা সহজ হওয়া উচিত নয়।	১	২	৩	৪	৫	৬	৭
১২	আমি মনে করি চাকুরীর নিরাপত্তা ফ্যাক্টরীতে কর্মীর উত্তম কার্যসম্পাদনের জন্য সহায়ক।	১	২	৩	৪	৫	৬	৭

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১৩	আমি মনে করি ফ্যাক্টরীর অভ্যন্তরে প্রত্যেক কর্মীর পদোন্নতির পথ সুনির্দিষ্ট হবে।	১	২	৩	৪	৫	৬	৭
১৪	আমি মনে করি পদোন্নতির সুযোগ কর্মীকে অধিক কার্যসম্পাদনে উৎসাহিত করে।	১	২	৩	৪	৫	৬	৭
১৫	আমি মনে করি ফ্যাক্টরীতে কর্মীদের পদোন্নতির আগ্রহ তার নিয়ন্ত্রণকারী সুপারভাইজারের জানা উচিত।	১	২	৩	৪	৫	৬	৭
১৬	আমি মনে করি একজন কর্মী যার পদোন্নতি পাবার যোগ্যতা আছে তার পদোন্নতির সুযোগ থাকা উচিত।	১	২	৩	৪	৫	৬	৭
১৭	আমার প্রতি আমার সুপারভাইজারের বিশ্বাস রয়েছে এবং আমার কাজের ব্যাপারে সে আত্মবিশ্বাসী।	১	২	৩	৪	৫	৬	৭
১৮	আমি আশা করি আমার সুপারভাইজার আমার সাথে আত্মসম্মান ও মর্যাদাপূর্ন ব্যবহার করবে।	১	২	৩	৪	৫	৬	৭
১৯	আমি প্রত্যাশা করি আমার কাজ করার ক্ষেত্রে আমার সুপারভাইজার আমাকে কর্তৃত্ব প্রদান করবে।	১	২	৩	৪	৫	৬	৭
২০	আমি আশা করি আমার সুপারভাইজার আমাকে প্রয়োজনীয় কার্যসম্পাদন মূল্যায়ন পদ্ধতি সম্পর্কে জানাবেন।	১	২	৩	৪	৫	৬	৭
২১	আমি আমার কাজ সম্পর্কে সুপারভাইজারের মনোভাব প্রত্যাশা করি যাতে আমি অধিকতর ভালো কার্যসম্পাদন করতে পারি।	১	২	৩	৪	৫	৬	৭
২২	আমি আশা করি আমার সুপারভাইজার আমাকে নিয়ে একত্রে কার্যসম্পাদনের টার্গেট নির্ধারণ করবে।	১	২	৩	৪	৫	৬	৭
২৩	আমি আশা করি আমার ক্যারিয়ার পরিকল্পনা প্রণয়নে সুপারভাইজার আমাকে সহায়তা করবে।	১	২	৩	৪	৫	৬	৭
২৪	আমি আশা করি আমার সুপারভাইজার প্রশিক্ষণ কর্মসূচীতে যোগদানের জন্য আমাকে যথেষ্ট সময় দিবেন।	১	২	৩	৪	৫	৬	৭

সেকশন- ২ ঃ কর্মীদের কার্যসম্পৃক্ততা সম্পর্কিত বিবৃতিসমূহ ঃ

২৫	আমি আমার কার্য সম্পাদনের ক্ষেত্রে পুর্নশক্তি অনুভব করি।	১	২	৩	৪	৫	৬	৭
২৬	আমি আমার কাজ করার ক্ষেত্রে পূর্ন শারীরিক শক্তি ও উদ্যম অনুভব করি।	১	২	৩	৪	৫	৬	৭
২৭	আমি আমার কাজের ব্যাপারে স্বতঃস্ফুর্ত থাকি।	১	২	৩	৪	৫	৬	৭
২৮	আমার কাজই আমাকে উৎসাহ প্রদান করে।	১	২	৩	৪	৫	৬	৭
২৯	আমি যখন সকালে উঠি তখন মনে হয় আমি আমার কাজে ছুটে যাই।	১	২	৩	৪	৫	৬	৭
৩০	আমি আনন্দ অনুভব করি যখন আমি আমার কাজে গভীরভাবে মনোনিবেশ করি।	১	২	৩	৪	৫	৬	৭

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৩১	আমি আমার কাজ নিয়ে গর্ববোধ করি।	১	২	৩	৪	৫	৬	৭
৩২	আমি আমার কাজ করার জন্য ব্যাকুল থাকি।	১	২	৩	৪	৫	৬	৭
৩৩	আমি যখন কাজ করতে থাকি তখন মনে হয় আরও কাজ করি।	১	২	৩	৪	৫	৬	৭

সেকশন- ৩ ঃ কর্মীর কার্যসম্পাদন সম্পর্কিত বিবৃতিসমূহ

৩৪	আমার কার্য বর্ণনায় উল্লিখিত দায়িত্বসমূহ আমি পালন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৫	আমার কাছে যে কাজগুলো আশা করা হয় আমি সেই কাজগুলো সম্পাদন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৬	আমি ফ্যাক্টরী কর্তৃক নির্ধারিত কাজের পরিমান সম্পাদন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৭	আমি বাৎসরিক কার্যসম্পাদন মূল্যায়নের সাথে সম্পর্কিত কার্যাবলীর সাথে আমি আমার সম্পৃক্ততা আশা করি।	১	২	৩	৪	৫	৬	৭
৩৮	আমি ফ্যাক্টরীতে যেসব কাজ করতে বাধ্য সেসব কাজের ক্ষেত্রে আমি অবহেলা করি না।	১	২	৩	৪	৫	৬	৭
৩৯	আমি প্রয়োজনীয় কর্তব্যসমূহ পালনে ব্যার্থ হইনি।	১	২	৩	৪	৫	৬	৭
৪০	আমি আমার উপর অর্পিত কর্তব্যসমূহ ভালোভাবে সম্পাদন করতে পেরেছি।	১	২	৩	৪	৫	৬	৭

সেকশন- ৪ ঃ ব্যক্তিগত তথ্যাবলী সম্পর্কিত বিবৃতিসমূহ

৪১. বয়স ..... বছর।

৪২. লিঙ্গ ঃ

(i) পুরুষ (ii) মহিলা

৪৩. শিক্ষা ঃ

(i) এসএসসি'র নীচে (ii) এসএসসি (iii) এইচএসসি
(iv) ব্যাচেলর/স্নাতক (v) মাষ্টার্স
(vi) অন্যান্য (উল্লেখ করুন) .....

৪৪. বৈবাহিক অবস্থা

(i) বিবাহিত (ii) অবিবাহিত (iii) তালাকপ্রাপ্ত (iv) বিধবা

৪৫. কর্মরত পদের নাম ঃ .....

৪৬. কার্য অভিজ্ঞতা ঃ ..... বছর

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